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BOARD GOVERNANCE OF WORLD-CLASS ANNUAL SPORT CHAMPIONSHIPS:
LEARNING FROM KENTUCKY TO CREATE TOURISM OPPORTUNITIES IN THE
BAHAMAS

THESIS

A thesis submitted in partial fulfillment of the
requirements for the Master of Science
in the College of Agriculture, Food and Environment
at the University of Kentucky

By

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Lexington, Kentucky

2014

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ABSTRACT OF THESIS

GOVERNANCE OF WORLD-CLASS ANNUAL SPORT CHAMPIONSHIPS: LEARNING FROM KENTUCKY TO CREATE TOURISM OPPORTUNITIES IN THE BAHAMAS

The economy of The Bahamas relies heavily on leisure visitor tourism (cruise ships, resorts, holiday trips) which leaves the country vulnerable to changes in visitor travel habits. Because the country is so reliant on investments in resorts, casinos and cruise ships, it leaves a wide capacity of other touristic opportunities. One opportunity is sports tourism. The purpose of this study is to analyze the strategic board capability of the Rolex Kentucky Three Day Event's (RK3DE) board governance using the Ferkins and Shilbury (2012) model as the theoretical construct and make recommendations regarding the application of these successful aspects to the governance of world-class annual sport championships in The Bahamas. Members of the RK3DE board were interviewed using specific questions developed from the Ferkins and Shilbury (2012) model. Findings showed the Ferkins and Shilbury (2012) model concepts hold true however remained very broad in its prescriptions. On the other hand, a revised model provides a more specific guide to the necessary attributes and capabilities that need to be in place to run an effective and strategically capable board for world-class annual sport championships.

KEYWORDS: Sport Tourism, Board Governance, Annual World Class Championship, Strategic Capability, Effective Board, Sport Impact

Elvis V. Burrows

5/9/2014

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Chapter One: Introduction

Introducing world-class annual sport championships as a means to develop tourism in The Bahamas can lead to important economic benefits for the nation. The foundation of this research is based on the premise that The Bahamas depends on Americans as the primary feeder market for tourism and without American visitation, the Bahamian economy could collapse. Diversification of The Bahamas tourism demand is vital for the economy to recover and expand. To open the door for world-class annual sport championships in the Bahamas, strong boards need to be established to govern these new ventures. This research identifies elements of strong board governance of sport championship events and suggests opportunities to boost the Bahamian economy by developing the governance structure necessary to create new sport championship events.

World-Class Annual Sport Championships

World-class annual sport championships are any major sporting events that occur no more frequently than once per year and, for the purpose of this research, are held in the same destination. Examples of annual championship events would include the Tennis Grand Slam Tournament or golf's Masters Tournament. Every year, these same high caliber events are hosted in the same location.

Lexington, Kentucky is home to a world-class annual sport championship, from which much can be learned about developing and managing such an event. The Rolex Kentucky Three Day Event (RK3DE) is an eventing competition held at the Kentucky Horse Park in Lexington. The RK3DE is the only four-star equine eventing show in the

Western Hemisphere. Four stars is the highest level of competition, the same level of competition as eventing at the Olympics. The event is sponsored by Rolex and is known by many equestrians simply as Rolex Kentucky. Prize money of \$250,000 is distributed among the top finishers with \$80,000 as well as a Rolex watch being awarded to the first place horse and rider (Rolex Kentucky, 2013). Competition takes place over four days. The competition includes dressage, cross-country, and show-jumping. RK3DE is held the last weekend of April and is the week before the Kentucky Derby. Rolex Kentucky is one of the three events in the Rolex Grand Slam of Eventing (Rolex Kentucky, 2013). The event draws a reported attendance of 65,000 people over the course of the event each year. In 2013, the event contributed \$13.4 million to the Kentucky economy and generated an estimated 10,600 room-nights in Lexington area hotels (Swanson, 2013).

RK3DE is produced by a nonprofit organization known as Equine Event, INC. (EEI). According to its bylaws, the EEI Board of Directors should consist of no less than ten persons and not more than twenty-eight persons. Ex-officio members are not included in the calculation of these limits. The Directors are elected annually at an annual regular meeting and serve for a term of one year and until their successors are duly elected and qualified. This annual regular meeting is held at a designated time during the month of September; however, special meetings of the Board of Directors may be called by the President, a majority of the Executive Committee, or a majority of the Board. The Executive Committee is made up of the President, Vice President, Secretary, Treasurer and a maximum of four members of the Board. The Executive Committee exists to have and exercise all authority of the Board.

Governance of World-Class Annual Sport Championship Events

The success of all large scale events depends on the organizers and many behind the scenes workers that make sure everything goes smoothly. The governing boards of world-class annual sporting events are responsible for laying the plans and guidelines for the organizers to execute. According to Ferkins and Shilbury (2012), good boards of national sporting organizations (NSO) possess a strategic capability, which means board members of the NSOs are highly capable, concerned for the wellbeing and future of the organization, knowledgeable about the issues of their respective sport, and skilled in board governance processes and practices. In addition to their skills, many board members of sport organizations typically hold senior positions in law firms, accounting firms, commercial companies, or large corporations. Studying the board of the Rolex Kentucky Three-Day Event and testing the Ferkins and Shilbury (2012) model of strategically capable boards can lead to a revised model for good board governance and strategic capability of world-class annual sport championships in The Bahamas.

Tourism in The Bahamas

Because of significant barriers to develop other industries, most Caribbean countries given their natural resource endowments, gravitated towards tourism as a development option. For some time, tourism has emerged as a very important economic activity within these destinations (Hayle et al., 2010). The Bahamas possesses a natural beauty that attracts many visitors annually. With its warm climates and crystal clear waters, cruise ships and resorts are first on the list of what comes to mind when wanting to experience the islands.

Table 1.1 Bahamas Visitor Trends 2012-2013

Bahamas Visitor Trends	2012	2013	Change
January	528,708	538,142	9,434
February	529,124	533,246	4,122
March	632,417	674,032	41,615
April	549,740	554,371	4,631
May	467,276	447,637	-19,639
June	473,373	477,213	3,840
July	486,458	497,461	11,003
August	439,429	477,282	37,853
September	341,040	350,419	9,379
October	356,550	420,911	64,361
November	514,483	517,830	3,347
December	621,572	662,240	40,668
Total	5,940,170	6,150,784	271,628

High season for the Bahamian travel market runs from March through August when visitor arrivals change from 533,246 in February to 674,032 in March 2013. The remaining six months are considered the low season. In the high season, as compared to the low season, there are typically fewer business travelers and visitors from the eastern United States, but more first-time visitors, more private boat visitors, more people staying longer, and larger travel groups (Tourism, 2013). The same has been true for at least 20 years (Yoon & Shafer, 1996).

These visitor trends have caused such a heavy reliance on leisure visitor tourism that the country is basically dependent on it. Tourism alone accounts for 60% of the country's GDP with more than 80% of the visitors coming from the United States (The Central Intelligence Agency, 2012).

Jean S. Holder, Secretary General of the Caribbean Tourism Organization (CTO) from 1989 to 2004 stated "I can think of no industry other than tourism where the interests of the public and private sectors so closely converge. Firstly the country is, in the broadest sense, the product" (Owen, 1992, p. 1). However, The Bahamas' natural environment has the ability to attract other avenues of touristic experiences such as medical tourism, volunteer tourism, educational tourism and sports tourism. When the United States economy crashed in 2008, Americans traveled less and The Bahamas tourism industry suffered. A major challenge for The Bahamas is to protect itself from such a strong reliance on American travel and tourism habits.

According to the Bahamas Ministry of Tourism in 2013 more than 6.1 million tourists visited The Bahamas. With an average stay of 6.8 nights, 89.1% of visitors came to The Bahamas on holiday, 9.5% came on business, and 1.4% came for other reasons. Eighty percent of those visitors came from the United States of America, 9% from Canada, 6% from Europe, and 6% from the rest of the world. These numbers show a massive disproportion between the reasons of travel and origin of visitors to The Bahamas.

The diversification of the tourism economy is not just an idea, but it is inevitable for sustained success. The small size of Caribbean islands makes participation in the

world economy an absolute necessity. Small size also precludes Caribbean islands from controlling the pace or direction of international tourism changes (Poon, 1988).

This disproportion of visitors is problematic. The amount of visitors declined starting with the economic crash of 2008 by 1.46 million visitors and 1.35 million in 2011. Shifting to a more diversified tourism economy, such as sports tourism, may be a solution to attracting other tourists who may be less affected by an economic downturn in a specific country.

Since luxury travelers are less affected by economic downturns than the general population of tourists (Sharp, 2008), this could be a target group of travelers to attract due to their ability to pay to watch a sporting event taking place in a foreign destination. Focusing on sports tourism, annual sports championships are also less affected by economic changes because the event must go on. Scholars have suggested that even small-scale sports events may be a sustainable form of tourism development for communities (Gibson et al., 2012). On average, mega-sporting events increase predicted tourism arrivals by roughly 8% in the same year (Fourie & Santana-Gallego, 2011).

Statement of the Problem

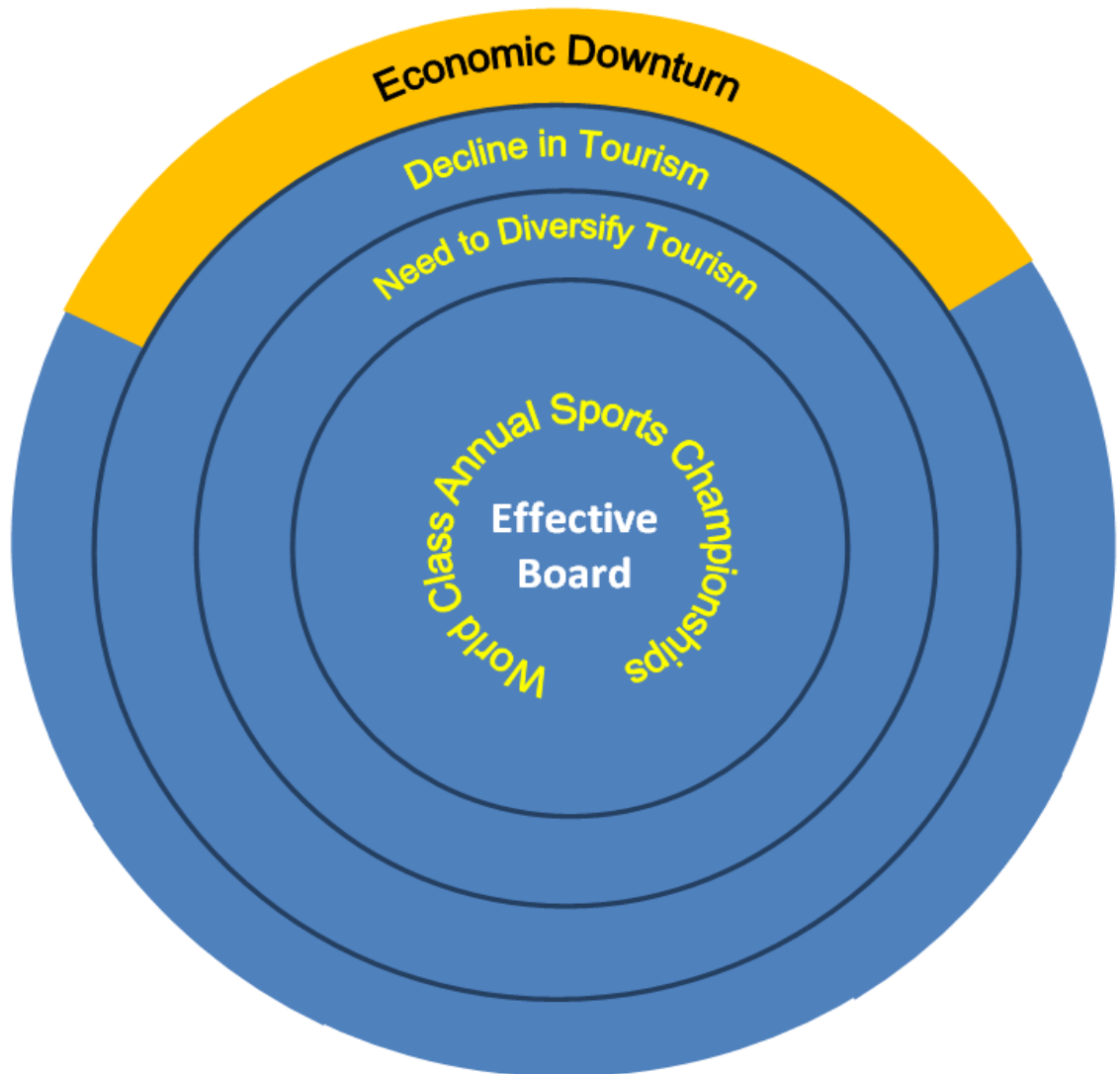
As previously mentioned, The Bahamas relies heavily on leisure visitor tourism (cruise ships, resorts, holiday trips) which leaves the country vulnerable to changes in visitor travel habits since the country depends on tourism to drive their economy. Because their reliance is so heavily invested in resorts, casinos and cruise ships, it leaves a wide capacity of other touristic opportunities untouched. There are huge advantages for other competing tourism driven countries to diversify their economy. For example,

neighboring countries such as Barbados, Jamaica or the Cayman Islands pose a threat if they were to develop better infrastructure to host mega sport championships. Fortunately, The Bahamas has been the regions leader in infrastructural developments due to its economic strength and proximity to the United States compared to other Caribbean countries.

In order for these events to be facilitated, an effective nonprofit sport organization with a strategically capable board needs to be implemented. The importance of these organizations having effective governance systems and structures in place is increasingly recognized by national government sport agencies. These agencies have also highlighted the negative impacts that poor governance structures and practices can have on organizational performance (Hoye & Doherty, 2011).

Examining a flow of the research problem provides a simplified viewpoint of the issue and valuable insight to the problem solving proposal. The flow of events goes as: 1) There was an economic downturn in the United States, which caused 2) a decline in tourism in The Bahamas, which exposed 3) the need to diversify the tourism demand. 4) A diversification via world class annual sport championships is a suggested viable option, however in order to accomplish this, there needs to be 5) an effective board in place. The flow from problem to possible solution is illustrated by Figure 1.1.

Figure 1.1 Flow from Problem to Possible Solution



Research Purpose, Objectives, and Questions

The purpose of this study is to analyze the strategic capability of the Rolex Kentucky Three Day Event's board using the Ferkins and Shilbury (2012) model and make recommendations regarding the application of these successful aspects to the governance of world-class annual sport championships in The Bahamas. The objectives of this research are to:

1. Test and revise the Ferkins and Shilbury (2012) model using data collected via in-depth personal interviews with Rolex Kentucky Three Day Event's board members.
2. Apply what is learned from developing a revised strategic board governance model in discussing opportunities and challenges associated with hosting world-class annual sport championships in The Bahamas.

The question this research seeks to answer is: What board capability is necessary to create and host world-class annual sport championships?

Study Justification

A substantial amount of research has been conducted on board governance and strategic capability of boards for sporting organizations by authors such as Ferkins, Shilbury, Macdonald, Doherty, Carron, Hoye and Cuskelly. Most of the research has been done in the United States or in New Zealand, but that research has yet to be applied to board governance and strategic capability of sporting organization boards in the Bahamas or similar countries.

Assumptions

Several assumptions were made in designing and carrying out this research. First, board governance of an equine event can be applied to other world class annual sport championships. Second, a revised board strategic capability model can be applied to the governance of world-class annual sport championships in the Bahamas.

Chapter Two: Review of Literature

This research concentrates on the governance of world-class annual sport championships and learning from successful sport governing boards for the implementation of sport tourism opportunities in The Bahamas. The supportive literature for this study is included in this chapter. The literature review first highlights different economic impacts of major sporting events and the sport tourists' involvement with the destination. Secondly, the chapter highlights research related to strategic capability of nonprofit boards, specifically national sporting organizations. Lastly, the literature review presents an analysis of the structural nature of effective nonprofit boards.

Tourism Impacts of Major Sporting Events

Tourism changes, such as increased tourism to a country or region, possibly brought on by a tourism marketing promotion (i.e. spring break or family cruise packages) or by changes in air transport arrangements, tax changes, and special events such as festivals or sporting events, will have an impact on patterns of economic activity in the host community (Dwyer, Forsyth, & Spurr, 2005).

Since the early 1990s, there has been growing recognition of the longer-term economic benefits that hosting a major sports event can bring to a region through the increased exposure of the host destination and the subsequent induced tourism visitation that this can generate. Events held during peak season, on average, tend to show a decline in predicted tourism, while events held during the off-season attract significantly higher numbers than what is predicted. It is not necessarily the more expensive events that yield

the most benefits: the type and, importantly, timing (seasonality) of the mega-event, and the countries participating in the event all have an impact on the success of these events, measured in terms of tourist arrivals (Jago & ShiNa, 2013).

Major sporting events generate impacts that are much broader than simply economic. In particular, major events can generate a substantial social impact on the host community and it is important to acknowledge the social impact can be positive or negative depending on how the event and its interface with the local community are managed. Other impacts include financial investment in the host community, as well as other longer-term legacies. The findings from studies researching ten events in the United Kingdom showed that organizational expenditure contributed less than 20% of total economic impact whilst visitor expenditure contributed more than 80% (Li & Jago, 2013).

The purpose of Li and Jago's (2013) research was to examine sport tourists' involvement with a destination that hosts a sport event. An understanding of destination involvement (DI) will allow destination marketers to leverage a sport tourist's connection to a destination beyond their initial motivation to visit because of an event. Behavioral measures, such as length of stay and expenditure as well as additional intention measures, such as willingness to recommend the destination to a friend, can be aligned with the different stages of DI. A comparison can be made across various demographic groups of tourists to investigate DI. International and domestic tourists can be examined to determine differences amongst DI, place attachment, and intention to revisit among the two groups. (Filo et al, 2013).

The results reveal an increase in both sport tourists' behavioral intention (i.e., intention to revisit a destination) and their psychological commitment (i.e., place attachment). The results suggest sport tourists' revisit intentions incrementally increased along with their involvement with the destination. Travelers who demonstrated a higher DI were more likely to indicate their intention to revisit the destination in the short-, mid-, or long-term time frame than those with lower involvement. This indicates that DI could perform well in terms of predicting sport tourists' attitudes and behaviors toward the event destination. Both the place attachment and revisit intentions of sport tourists demonstrated an increase along the progressive DI levels (Filo et. al, 2013).

Additional tourism will make use of public infrastructure such as roads, the necessary costs in providing and maintaining it and more frequent flights between cities made possible by extra tourism. These impacts also have an effect on the local populations' economic position. An increase in demand for labor may lead to wage increases as well as more people being employed (Dwyer, Forsyth, & Spurr, 2005).

Nonprofit Board Governance

A nonprofit organization's performance depends not only on the capabilities and skills of upper management, employees, and volunteers but also on the capabilities and skills of the board of directors. The board of directors and the executive director form the leadership core and are critical components of governance in nonprofit organizations. Research has indicated the board of directors can influence organizational innovation. Therefore, board support for innovation is vital to the performance of the board itself and to the performance of the executive and the whole organization (Jaskyte, 2012).

The board sets the tone of expectations for innovative thinking and creative approaches to any challenges it and the organization face. The practice of innovative thinking and supporting the executive in doing so are also vital influences on organizational innovation. In addition, because board members may have useful contacts in business, financial, and political circles, they can use those contacts in their fund-raising efforts and for representing the organization within the community (Jaskyte, 2012).

Fredette and Bradshaw (2012) demonstrated 1) greater information sharing will be positively associated with board social capital, 2) sharing a collective vision for the organization will be positively associated with board social capital, 3) trust among board members will be positively associated with board social capital, and 4) board social capital will positively contribute to governing effectiveness.

The capacity for boards to understand the organization and its surroundings relies on the members' ability to acquire and incorporate information about challenges and opportunities the organization will undoubtedly face. The information sharing practices of board members support governing effectively, offering oversight, and making decisions about strategic direction. When bureaucratic hurdles or political obstacles to information sharing exist, governing capacity weakens. This study found that information sharing supports the formation and continuing growth of social capital because it allows board members to collectively build a shared awareness of the organization based on openness and transparency. Information sharing evenly distributes knowledge amongst members, creating the potential for robust discussions of the organization's most critical

issues, and allows exploration of diverse or out-of-the-box ideas. This enhances the board's capacity to govern effectively.

A major contribution to the theoretical foundations of non-profit board governance capability has been the development of four key themes identifying capabilities in performance, conformance, policy and operations. These themes run through much of the governance literature of Carver (1997), Davis & Schoorman (1997), Francis (1997), and Shilbury (2001). Performance is the forward looking, strategic role of the board. It is the responsibility of those governing the organization to ensure a viable future, to strategically plan, and to consider the external environmental impact on the organization. In the corporate board context as opposed to a nonprofit board, Ferkins, Shilbury, and McDonald (2005) stated the "...constructive roles directors can play in adding value to their companies..." (e.g., the performance roles), are "...quite different from those required for a traditional conformance-orientated board" (p. 214). Here, conformance is about the monitoring role of the board. It centers on accountability, compliance, performance management of the chief executive, and policy implementation.

Despite evidence indicating a lack of board involvement in strategic matters, a study of the roles and responsibilities of community non-profit boards established "...strong empirical support for the Strategic Activities..." conducted by board members (Ferkins et al, 2005, p. 200). In this study, the authors defined Strategic Activities as roles relating to planning, setting the mission and vision, developing policy, evaluating the executive director, and focusing strongly on the external environment. The study confirms the importance of a strategic orientation for nonprofit boards.

Research in the nonprofit arena, specific to sport governance, shows more support for the extensively held assumption that a focus on strategic organizational development will enhance organizational effectiveness. When it comes to board structure, Carver (1997) believes governing boards would do better to think of themselves as a special kind of management, not as volunteers. Boards require the same skills as a CEO to some extent where these skills involve overview management as opposed to specialized management, such as purchasing and marketing etc.

Carver provides various distinctions between the role of paid staff and board members but strongly advocates for board members to focus their energies on strategic activities such as policy development. He distinguishes that boards are at the extreme end of the accountability chain where as other managers must deal with people above and below their positions. The board has no supervisor to delegate on given topics it is to oversee. The board is a set of individuals operating as a single entity by combining multiple viewpoints of peers and values into a single resolution. Specifically, the board is a group acting collectively as a manager. The board is likely to have less discipline than any one of its members operating alone because individuals' disciplines tend to suffer in a group setting. However, Carver makes no distinction between management and governance (Carver, 1997).

The innate qualities of the board–executive relationship have the potential to impact on the decision-making processes within a board, and ultimately on the ability of a board to perform as a cohesive unit. Board–executive relationships within ineffective boards were described as positive but elements of mistrust, frustration and conflict were evident. Four elements of board–executive relationships were identified as being related

to board performance. These included: (1) the importance of establishing mutual trust between the executive and the board, (2) the person who was perceived to provide leadership to the board, (3) the dependency of board members on the executive for information, and (4) who was responsible for board performance (Hoye & Cuskelly, 2003).

Other research has indicated that role ambiguity has the potential to be problematic for nonprofit sport board members. Thus, sport organizations are encouraged to consider initiatives to reduce ambiguity with regard to means ends knowledge, performance outcomes, and particularly scope of responsibilities. Training and development, communication, participation in decision making, formalization, involved leadership, and performance feedback have been shown to be associated with role clarity in a variety of contexts (Doherty & Hoye, 2011).

Research on prioritizing strategic activities on the board agenda provides an insight into how particular actions can influence the level of strategic contribution by the board. The studies by Ferkins, Shilbury and Macdonald (2005) presented an overview of non-profit governance models, and considered ways in which these models could be adapted to the context of leisure organizations. In doing so, researchers noted the association between governance models, organizational effectiveness, and strategic expectations (Ferkins et al, 2005).

Sport Organization Board Governance

Many sport organizations, such as Rolex Kentucky, are nonprofit organizations. Nonprofit sport organizations are central to the foundation of organized sport

participation opportunities and for the development of athletic talent for elite sport in the majority of countries in the modern world. These organizations not only facilitate competitions and stage events, but also manage coach development, talent identification, volunteer training, and marketing and sponsorship activities at local, state or provincial and national levels (Hoye & Doherty, 2011).

Ferkins, Shilbury, and McDonald (2005) set out to investigate current knowledge about the governance of sport organizations and to apply this knowledge to questions of board strategic capability within national sport organizations. The strategic role and performance of the board, while central to the practice of governance, has been shown to be a weakness in many sport organizations. Compared to the management of nonprofit organizations not relating to sports, the strategic role of the board is underdeveloped in the sport management and governance research literature. Finally, it is noted that the governance literature is shaped by a normative and prescriptive approach that may not fully encompass the diversity that exists within the sport setting.

The hypotheses laid out that were directly applicable for the sport organization context listed: (1) non-profit organizational effectiveness is multidimensional and not reducible to a single measure; (2) boards make a difference in the effectiveness of non-profit organizations, but how they do this is unclear; (3) more effective non-profit organizations are more likely to use correct management practices (including strategic planning and strategy development) than are less effective non-profit organizations; (4) non-profit organizational effectiveness is a social construction; and (5) program outcome indicators as measures of nonprofit organizational effectiveness are limited and can be dangerous (Ferkins et al, 2005).

Their findings supported other non-profit research in terms of the limited role played by the board, that is, that board members act "...mostly as trustees rather than entrepreneurs, and are largely risk averse" (Ferkins et al, 2005, p. 200). This relates back to the Carver (1997) model that governing boards would do better to think of themselves as a special kind of management, not as volunteers. The small but growing body of knowledge on sport boards indicates that the evolutionary process of bureaucratization and professionalization has resulted in changing board roles and relationships with paid executives. It is important to note when it comes to the motivation of individual board member to join boards, what incentivizes them is a differing set of needs between paid executives and voluntary board members. (Ferkins et al, 2005).

According to Shilbury (2001), the key distinction can be found in the board's purpose for existence. Financial motives and the responsibility to create profits for shareholders govern the mission of for-profit organizations. On the other hand, nonprofit organizations are motivated by a prevalence of goals. They are not solely driven by financial gain; instead, they are driven to protect core values, visions and missions of the organization.

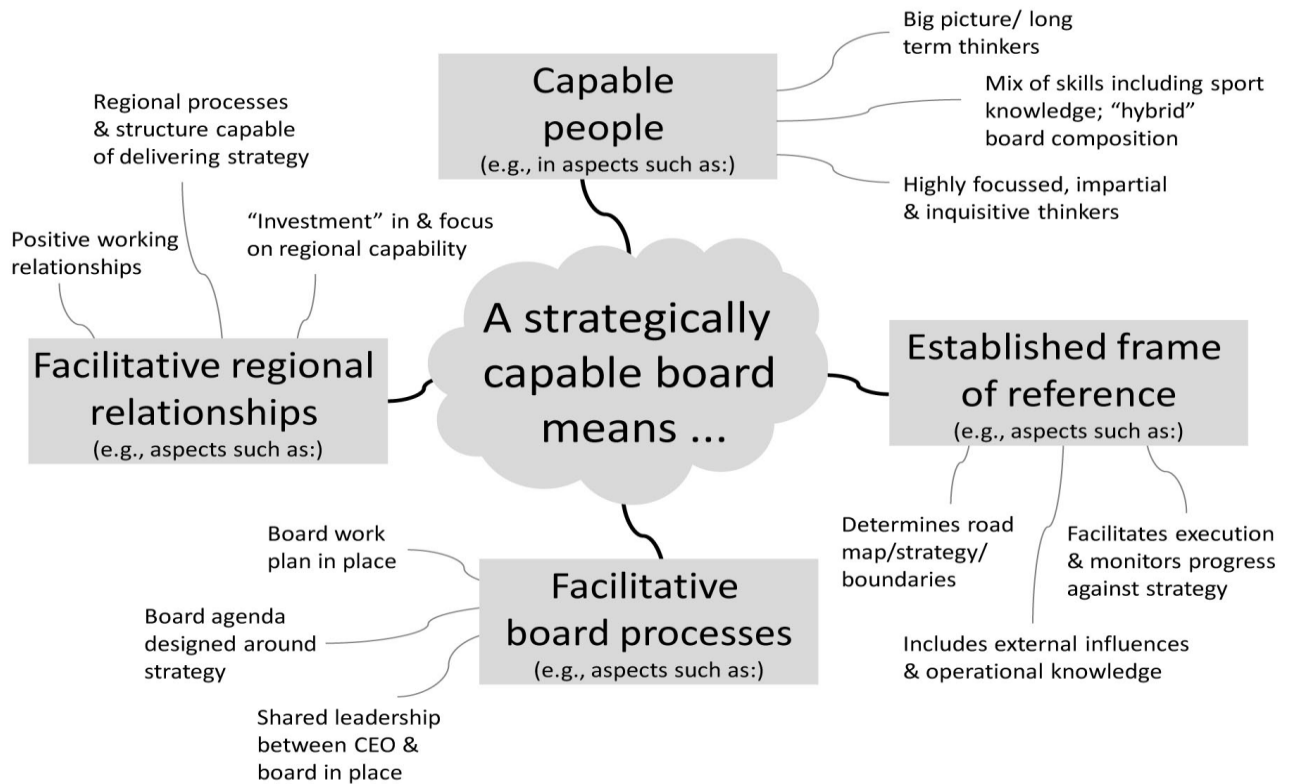
Despite the lack of tangible rewards, service on volunteer boards is not uncommon. Serving as a board member is the third most common activity for Canadian volunteers. This indicates that people are motivated to make a contribution and utilize their skills, such as problem solving in sports, assisting to public needs and making a difference in the quality of life in their community. Socially, volunteers are motivated to various opportunities for social relations including being able to work with others, meet new people and develop personal and professional networking relationships. Another

motive of volunteers is recognition which includes gratification from successful task completion and verification from others that their contribution is important (Doherty & Carron, 2003).

The contribution of the board in strategic activities such as developing the vision and mission, engaging in strategic planning including monitoring and responding to external environmental influences, and considering long-term, big picture issues as and when needed, is a topic superficially explored by sport management scholars such as Inglis and Graff (1997), Carver (1997), and Cardno (2003). Understanding the factors that both constrain and enable sport boards to think and act strategically may provide an empirical basis for sports to build their strategic capabilities (Ferkins et al, 2005).

Working with two national sport organizations (NSOs) boards in New Zealand, Ferkins and Shilbury (2012) developed a cognitive map that expresses four core concepts to the meaning of board strategic capability. Three of these core concepts were also evident within related literature. The core concepts four are the need to have capable people, a frame of reference, facilitative board processes, and facilitative regional relationships. A facilitative regional relationship was found to be a new element with special significance for models of sport governance because of the existence of affiliated regional entities and the necessary reliance on these entities and volunteers in delivering strategic priorities for the sport. The Ferkins and Shilbury model is presented here as Figure 2.1.

Figure 2.1 Ferkins and Shilbury (2012) Model of Board Strategic Capability



Ferkins & Shilbury (2012), p. 76.

Those who lead sport are facing increasing scrutiny which has inevitably resulted in questions of governance practice (Ferkins & Shilbury, 2012). When it comes to sport organization governance, the question arises whether current sport governance models are realizing the potential of those sitting around the board room table. To learn more about the governance of sport organizations, these authors explored what meaning board members of NSOs attach to the theoretical construct of *strategic capability*. In this context, the board's strategic role is considered to be a subset of the overall governing function (Ferkins & Shilbury, 2012).

Three types of qualitative methods were employed for the study. They were participant observation, 16 interviews, and 4 focus groups. The population for the study

was the NSO board (including CEO) in New Zealand. NSO research sites were deliberately selected by the research team based on: willingness and ability to engage in the proposed research logistical considerations (e.g., proximity and access), high experience levels of the phenomena under previous studies, and evidence of some diversity between NSOs selected as well as typical characteristics that could enable broader application of the outcomes to those beyond the NSOs involved list of economic impact evaluation studies on major sports events (Ferkins & Shilbury, 2012).

Board personnel for the NSOs appeared to be highly capable, concerned for the wellbeing and future of the organization, knowledgeable about the issues of their respective sport, and skilled in governance processes and practices (Ferkins & Shilbury, 2012). Many held senior positions in organizations such as law firms, accounting firms, commercial companies, and large corporations. Aside from an apparent lack of diversity (including female and ethnic perspectives which are considered to be increasingly significant), there appeared to be few gaps in expertise in relation to current understanding of the sport governing function (Ferkins & Shilbury, 2012).

In essence, the meaning of board strategic capability was found to be related to the need to have capable people, a frame of reference, facilitative board processes, and facilitative regional relationships. Facilitative regional relationships was found to be a new element, especially significant for models of 'sport' governance because of the existence of affiliated regional entities and the necessary reliance on these entities and volunteers in delivering strategic priorities for the sport (Ferkins & Shilbury, 2012).

Summary

Previous research has shown that when it comes to nonprofit board governance, the importance of a strategic orientation is vital to the organization to ensure a viable future, to strategically plan and to consider the external environmental impact on the organization. In this regard, a focus on strategic organizational development will enhance organizational effectiveness. While board leadership was perceived as being shared between the executive and board chair in all cases, board performance appeared to be enhanced when board leadership was also shared with a senior group of board members.

Sport governance research is growing in volume and routinely highlights the tension between volunteers and paid professionals in relation to shared leadership, board motivations, and board structures and performance. The contribution of the board in strategic activities is a topic casually explored by sport management scholars. As it relates to this research, previous findings from Ferkins and Shilbury (2012) can be tested and revised to fit a model that may be implemented into sports tourism in The Bahamas and other nations. The research has shown that both the place attachment and revisit intentions of sport tourists demonstrated an increase along the destination involvement levels. Therefore, destination involvement can serve as a tool for destination marketers in The Bahamas to enhance prediction, understanding, and management of visitors in order to attract repeat visitation and new tourism demand.

Chapter Three: Methodology

This qualitative research study was designed to seek out new knowledge that can be compared and contrasted to the Ferkins and Shilbury (2012) model for strategic sport organization boards. Qualitative approaches offer the opportunity to evaluate theories when large samples are unavailable or exploratory research is preferable (Corbin & Strauss, 2008). Personal interviews and content analysis can be a better qualitative approach than large sample surveys at describing how variables influence each other. This allows the researcher to follow the decision-making processes to gain a better understanding of the theoretical construct (Van Evera, 1997). Therefore, research questions asking about the attributes and characteristics of a strategic board process are appropriate to investigate using qualitative methods.

Research Design

Structured in-depth interviews were used to collect data in this research study. In an interview, the interviewer is the research instrument and an interview that fails to collect useful data is the fault of the interviewer (Morgan, 2004). Interviews can take several approaches ranging from a highly structured discussion to a free and open discussion. The interviews for this thesis used structured categorizations of questions but allowed the interviewee to answer and expand on their responses at will. The goal of the interviews were to gain an understanding of the underlying reasons and motivations to provide insights into the setting of the research problems, to generate ideas and/or

hypotheses for later research, and to uncover prevalent trends in thought and opinion. Eight individuals were separately interviewed for this study. The advantage of using separate interviews is the social orientation. This allowed me as a moderator to be specific and the interviewees to feel more candid than in a group setting, which can be intimidating (Krueger & Casey, 2000). The interviews took a great deal of coordination and organization as eight people have different schedules and availabilities to accommodate me as an interviewer.

Population and Sample Selection

The interviewees were selected based on their role as members of the 28 person board of the Rolex Kentucky Three-Day Event. The individuals who took part in the interviews were notified in advance of the purpose of the interview and the constraints, including time commitments, compensation, locations, and the purpose of the research study. I asked each board member to schedule 45 minutes for the interview. Due to scheduling conflicts, one interview had to be done over the phone. The remaining interviews were all face to face.

The sample chosen was a convenience sample, which consisted of six women and two men. Two members worked on or owned their own horse farms, one member had extensive background in landscaping, one was well experienced in construction, one worked with the convention and visitors bureau as a tourism marketing consultant and others held various positions on different boards outside of EEI.

One disadvantage to be considered is interviewees do not always tell interviewers what they want to know until a considerable amount of trust has developed. When there

is a lack of trust, respondents may also tend to exaggerate, distort, and/or protect themselves, particularly at the beginning of the interview (Krueger & Casey, 2000). A trust between the interviewees and I was established by an introduction from my professor, Dr. Jason R. Swanson who had done a previous economic impact study for the EEI board regarding the RK3DE.

Instruments and Procedures

Based on the research purpose and the review of literature, a specific set of questions were developed for the interviews. The questions were formulated to illicit in-depth responses and a robust discussion. The interview protocol was divided into five sections based off of the Ferkins and Shilbury (2012) model's four core concepts and the fifth section being an open-ended wrap-up. Using the review of literature, several questions suggested from other researchers such as Dimitrios, Sakas, and Vlachos (2013) and Jaskyte (2012) were placed in the proper corresponding core concept section along with questions developed specifically for this research. Every participant in the interviews was given sufficient background information so they could equitably respond to the questions posed and participate in the discussions.

At the beginning of each interview, I thanked the interviewee for taking the time to meet with me and then I informed the interviewee of my study. I then reviewed and asked them to sign an informed consent form, as required by the Institutional Review Board (IRB). The informed consent form stated that participation in the research was voluntary and any information associated with participating in the study would be kept confidential. There would be no risks or issues for the board members who participated

in the research. Because it was voluntary, no tangible benefits were offered to participants. A copy of the informed consent form is included as Appendix A.

None of the interviewees objected to signing the form. I then asked for their permission to record our conversation to which there were no objections. Interviews were recorded on two digital voice recorders where one served as a back-up. After turning on both of the recording devices, I then proceeded with the interview protocol, which is presented as Appendix B.

I continued interviewing board members until I felt I had attained enough information to notice obvious patterns in responses. This is known as theoretical saturation. Theoretical saturation is when new data collected provide little new to conceptualizing the research findings (Corbin & Strauss, 2008). For example, by the fourth and fifth interview, I had already noticed a pattern within the answers and could predict without bias how the interviewee would respond to certain questions. The data collected from subsequent interviews provided little to no new responses that added to the research findings other than confirming important themes in the data. Once eight interviews were completed, interviews were transcribed using CastingWords into a Microsoft Word document. CastingWords is a technology oriented audio transcription service.

To protect the identity of the person being interviewed and also to organize the data, I randomly assigned a number to each transcribed interview. Any quotes or comments cited from interviewees were stripped of their names, gender identifying pronouns or any context that may expose their specific job position.

Data Analysis

Krippendorff (2004) specifically outlines the six key processes associated with content analysis: unitizing, sampling, establishing reliability, reducing, inferring, and narrating. To achieve this he recommends six questions must be addressed in every content analysis: Which data are analyzed? How are they defined? What is the population from which they are drawn? What is the context relative to which the data are analyzed? What are the boundaries of the analysis? What is the target of the inferences?

The analysis is broken down by each question and each individual's responses to be able to compare and contrast different viewpoints of the interviewees and find possible relationships between the data and the Ferkins and Shilbury (2012) model.

To analyze the interview transcript data, I used content analysis. Content analysis allows themes and patterns to emerge during data analysis. The approach involves coding documents and other written forms into conceptual categories based on specific rules of coding. Content analysis can be inductive, thus it follows a hermeneutic approach – identifying the meaning of words and phrases in the documents under study that can be summarized as themes. Themes and data categories are described in detail in Chapter 4.

Chapter Four: Results

The purpose of this chapter is to present data results that could be compared to the Ferkins and Shilbury (2012) model in order to make recommendations of possible improvements based on new findings. Some of the results could be used to show a deeper understanding how an effective board should work as a unit. Other findings may provide suggestions for characteristics that may be more important to an effective board than once thought before.

This chapter includes discussion of findings associated with each data category. The main themes found in the data were Organization and Structure, Working Board, Volunteer Based, Committee by Specialty, Executive Committee, Term Limits, Board Member Skills, Financial Understanding, Goal Oriented, Leadership, Intra-Relationships, Working Together/Compromise, Passion, Flexibility, Diverse Perspectives, Respect of Board Process, Humility, Problem Solving, Inter-Relationships, Community Connections, Outside Influences, Conflict of Interest Avoidance, Sponsor Relationships, Leadership, and Measures of Success.

Qualitative data is considered dense when all properties of a data category have been reasonably identified. Density gives a data category precision and increases the theory's explanatory power (Strauss & Corbin, 1998). Data sub-categories with the most density were the *working board*, *diverse perspectives*, and *committee by specialty*. Variability relates to the dimensions and range of responses within data categories (Strauss & Corbin). Most of the variability in the data involved *measures of success* and

board flexibility. Density and variability of data in each category and sub-categories are discussed in the sections that follow and are summarized at the conclusion of this chapter.

Organization and Structure

The board organization and structure is the foundation of its being. There has to be a good board structure that allows for planning, organizing and the division of responsibilities. With this division of responsibilities comes accountability. Board members, depending on which committees they are working on, are part of the organizational process and must make sure that those under their supervision are getting their work completed. Organization must be very tightly managed as it is so easy to stray off course which can waste time and money. With proper structure comes proper checks and balances. A board can quickly become ineffective if the Chair of the Board is weak or inversely if the Chair of the Board wields too much power. Everybody on the board has a role and should fulfill it to the best of their abilities. Different attributes mentioned by interviewees that fell under the umbrella of Organization and Structure follow in the sub-categories of Working Board, Volunteer Based, Committee by Specialty, and Executive Committee.

Working Board

The organization and structure of the EEI Board calls for a working board, where each member of the board has significant committee responsibilities. All eight of the interviewees referred to themselves as a working board. This is a board with members who not only attend meetings and make the big decisions, but go out into the field and

execute those very same decisions. These are members who take it upon themselves to go into the trenches and get dirty if their duty called for it. Being a board that actually runs the sporting event while also managing it has earned them the typecast as an “unusual board”. When it comes to managing a sporting event while also running it, the members take on a divide and conquer approach.

During this research, the comparison to other boards showed an organizational structure that called for a board that only managed the event. To quote one of the interviewees,

They (members of other boards) were in the VIP seats in the boxes drinking wine and champagne and living the good life. This particular event it's not the case. It's not that there's not time for fun, but you're up early. If you see trash, you pick it up. If there's an issue in the bathroom, then you find somebody who can fix it. If you need to give somebody a ride on a golf cart or you need to run scores back and forth from the judge's box to the media room or you need to get a TV set up for the press conference, the expectation is you're going to roll up your sleeves and do those things. You're going to basically be there for the long haul to ensure that the event goes off without a hitch.

Another interviewee supported this statement by saying,

With us being a working board, unlike so many other boards of directors who just come in and pass policy or look at financial reports, we're out there in the trenches, doing whatever it takes to get it done, and the board has been a working board since its inception.

Volunteer Based

Besides a handful of full time office administrative staff, this board is comprised entirely of volunteers. This takes a great deal of passion to take time from one's regular day job to run and manage another event. Someone who was not interested in a cause would not be able to put forth the same volunteer effort as someone who is passionate for it. Interviewee #7 advocated for fellow peers when stating,

It's a lot of work. The executive board, they put in a lot of hours and a lot of time. They have a lot of passion for what they're doing. Every board that I have been on that's been successful has to have a core of board members that have a passion for whatever it is that that board is representing, or whatever mission is. They want to do a good job.

Other organizations have provided volunteers such as neighboring universities and charities connected with or benefiting from the RK3DE. These organizations may benefit either from donations, free admission or just the love of being around the sport. When hosting events as large as a world class annual sporting championship, it would be financially difficult to carry on without volunteers.

Committee by Specialty

The organizational structure of the EEI board divides its responsibilities amongst its members by way of sub committees. Board members are selected to these sub committees based on their specialties and expertise outside of the board. For example, a

member who may have a construction business would be put in charge of any structural repairs needed by the event or the building of handicapped ramps. When it comes to division of responsibilities, Interviewee #1 stated, “We’ve got a laundry list of different committees, so everybody is assigned a committee. You’ve got Hospitality, you’ve got Tailgating, you’ve got Parking you name it. Each one of the board members is head of a major committee.”

It is also noted that board vacancies should be filled with precision instead of necessity. Because there is an open position does not mean it should be filled by anybody, it should be filled by a sought out and recruited person that encompasses the special skills to fulfill a need. Interviewee #2 stated, “In our case, we make sure we have people on the board that have those skills. When we have a vacancy on the board and we’re looking for somebody to fill it, instead of just going out and getting your best friend to come be on the board with you. We say, ‘OK, what area of the event do we need help with?’” Interviewee #1 supports this notion by saying, “We have a committee, a nominations committee that every year brings people. They vet out the people and then bring them to the board. Then we vote to bring them on or not bring them on. We’ve gotten more focused on, ‘We have a need. Let’s find a person to fill that need,’ as opposed to, ‘He’s a good guy. Let’s get him on the board,’ which is the way it was for a long time.”

Executive Committee

With a board as large as up to 28 members, an executive committee acts as the front runner of the pack. According to the EEI board Bylaws, each year after the election

of Directors and Officers, the President appoints an Executive Committee, which will include the President, Vice President, Secretary, Treasurer and a maximum of four members of the Board. The purpose of the Executive Committee is to have and exercise all authority of the Board.

Having an executive board saves time with meetings and allows the board as a whole to be more precise in its decisions. Interviewee #3 pointed out,

The purpose of a board meeting versus having committee meetings, that's where people get confused as they start having a committee meeting in the middle of a board meeting. You get all this long discussion and it's like...That's what a committee's supposed to do.

The Executive Committee should vet out issues before bringing a concise topic to the board for discussion. Interviewee #6 supplemented this response with,

I think a lot of the tone and tenor for how our meetings are run and our expectations of what our jobs are is set by that executive committee. If there's something that needs that much discussion, then that needs to be a separate meeting. That needs to go to the executive committee, and they really need to wrestle with it before they bring it to the full board. Again, the executive director and the chair work closely together to set the agendas, to set the tone of the meeting.

Term Limits

Though it is not a skill members can possess, there was a high density of responses about the need for term limits where five out of eight interviewees advocated for the need of term limits. Term limits should be viewed as another characteristic of an effective board as a whole. As time goes on, ideas, technology, culture and environments change. Interviewee #6 described the contrast of having members with vast experiences versus its relevance towards a changing society:

It's nice to have some continuity and say, 'Oh, back in '83 we did this,' but that was a long time ago. A lot has changed. The relevancy of what was done in '83 is probably very different than the relevancy of what we're doing in 2014.

Sometimes I think when you don't have that necessary and just cathartic change every so often, you do run the risk. Annual elections are fine with me.

Term limits are a good way to rotate members who may have lost their passion or become too comfortable in their positions. These members develop a reluctance to change or to new ideas. This type of ignorance may quickly stifle diversity of ideas and good intentions of improving the event.

After the content analysis, the transcripts from this section were entered into a word cloud generating program at www.wordle.net. A word cloud is an image composed of words used in a particular text or subject, in which the size of each word indicates its frequency or importance. Ignoring the word *board*, since it was obvious to be most noted, words that rose to the top were *people*, *committee*, and *need/needs*. *People* became an

unexpected reoccurring theme throughout each of the word clouds what puts the idea of strategically capable boards in perspective.

Figure 4.1 Board/Structure Word Cloud



Board Member Skills

The term expectation was used in a manner of ways when referring to the workings of the EEI board. Expectations can range from the basics of being able to attend the meetings, stretching to harder obligations for the big picture. Interviewee #4 dictated

You have a job during the event, we need you there, we need you to cover certain areas that are going on, and to make sure that it is running right. Now it's task driven, because it got to be too big. But basically were given a job and expected to read it and populate new ideas and make the event better year after year.

Interviewee #3 made it clear that,

It's important for each Board Member has its own things that they're working on. They're clear about what those expectations are, so that when the event starts, everybody is in their own lane. Our board understands what the rules of the game are to put on this type of event.

The governing sport bodies are going to dictate the necessary specifications to be a certified event and it is the board's responsibility to make sure they deliver to meet those expectations. Interviewee #4 was stern in their support of these statements by saying,

You have a job during the event, we need you there, we need you to cover certain areas that are going on, and to make sure that it is running right. Now it's task driven, because it got to be too big. But basically were given a job and expected to read it and populate new ideas and make the event better year after year.

Financial Understanding

When it comes to expectations, being able to read and understand a financial statement is one of the fundamental assumptions for board members' skills. Interviewee #5 explained why this was a necessary skill board members are expected to have by saying, "As a board member, you're asked to analyze a lot of different things. A grasp of numbers is good...basic accounting, financial responsibilities." Interviewee #1 also stated,

You need to understand, have an understanding; you don't have to be an expert of financial matters. Being able to read financial statements and a balance statement and understand how a budget is put together. Board members need to understand how to read financial statements, understand budgets, and understand the budgeting process. Sometimes, that requires a little bit of schooling on your own, if you don't have that knowledge coming from either your job or college or something like that because most everything is financially driven in one way or the other. Often times if you don't have that understanding, people can get hung up on little things that don't necessarily make or break a situation.

Goal Oriented

Interviewee #3 proclaimed that “If there's a clear vision that everybody can understand and can relate to. You set out the clear roles of who's going to do what and where. Then, you go out there and make it happen and have some fun.” Being able to execute ones job according to the board’s goals is another expectation board members should be mindful to. Straying off the original goals set forth by the board can lead to disunity and incoherence. When it comes to running a world class annual championship sporting event, staying on task is crucial. Interviewee #1 said, “You just need to be very mindful of what your board goals are, what your board needs are and selective about people that you include or invite to come to your board.” Without goals, the board operations are stagnated from a lack of purpose.

Each board member had their own viewpoint on how success in achieving goals can be measured. The most common responses for measures of success were the safety

of the competitors at the event, the success of the competitors (qualifying for the Olympics or other qualifying competitions), the amount of profit generated by the event, the amount of spectators or ticket sales to the event, and from a marketing standpoint the amount of coverage the event generated for its sponsors and itself. There could be set in place different measures of success, such as a distinct and perceivable set of milestones board members should aim to achieve each year. That way, the board can look at spectator attendance, track the changes year by year, and determine what procedures work better than others.

Not that the order in which they responded mattered, but I was particularly surprised that a large majority of board members when asked how they measured success replied with safety of the competitors before all else. I was expecting profits to be above all else with an event of this size. We can draw from this that a key element to running a successful event may be to not put such an emphasis on the financial opportunity it may provide. Instead, an effective board should prioritize the importance of running a successful event; the profits will follow suit.

Leadership

Leadership was one of the least talked about characteristics of board governance with only three out of the eight interviewees making any mention of it. However, when leadership was mentioned, it was almost always referring to the chair of the board or the president.

When it comes to the chair of the board or the Executive Director, good leadership can individualistically guide the board members to allow them to use their

strengths. To paraphrase what Interviewee #4 said about leadership, having a leader that'll listen and then devise a question which will allow a prosperous discussion from different board members is very helpful. A leader of a board acts more as a captain of a ship than as a dictator by directing others to their rightful posts and steering the body as a whole to stay on task towards its end goal.

Discussion Mediator

The leader of the board, whether it be the chair of the board or the president, should act as a discussion mediator during meetings or other board processes. In the presence of a lot of passionate people, it is likely there will be some personality conflicts. There are some personalities that will naturally try to dominate the board processes. Strong leadership as a mediator can resolve these conflicts in a constructive manner. Likewise, if members feel strongly about an issue in the heat of the moment, Interviewee #2 relayed the leader has the authority to say, "Let's table this. It's not something we have to make a decision on today. Let everybody go home. Let's think about this next month, we will re-look at this situation." In board meetings, members may get sidetracked from topics to interject personal affairs and it is up to the mediator to keep the discussions on track.

In the corresponding word cloud for this section, we see that the major reoccurring terms are *people*, *leadership*, *different*, and *event*. The word *different* on its own can portray a vague definition. When discussing the need for financial understanding, interviewee #5 said "As a board member, you're asked to analyze a lot of different things. A grasp of numbers is good...basic accounting, financial

responsibilities”. When discussing the importance of good leadership, interviewee #4 talked about the importance of having a leader that will encourage ideas and comments from different board members.

Figure 4.2 Board Member Skills Word Cloud



Intra-Relationships

The term intra-relationships refer to the fellowship amongst the board members as individuals. Being made up of 28 people there are bound to be differences of opinion, which may not necessarily be a bad thing. However, the need for a cohesive unit that can effectively communicate with each other is imperative to its success. This section highlights the different qualities that individuals of the board should exhibit in order to operate as the most efficient collective.

Working Together/Compromise

Interviewee #2 made it their number one objective when speaking about the importance being able to work with other people. The ability to work well with each other is seen as the top priority. Not only the ability to work well with each other, but also the ability to work with people of different backgrounds is a must. In larger discussion groups, strongly opinionate people tend to be the most vocal and might intimidate others. The idea of being able to agree to disagree was recommended by several interviewees.

With a board this size, there is bound to be heated debates over hot button issues, which is fine. But being able to come to a compromise is the end all goal. Interviewee #2 added,

With 28 people, I'm not going to tell you that we don't have arguments. That would be a lie, because, you can't put 28 people in a room and have them all get along forever. So, we have arguments, but, they don't carry on too far.

Compromise is spoken of as if it should always be at the end of the road in all debates amongst members. Interviewee #4 advocated for compromise by stating, "You need to have the ability to compromise, because it's not always your way or the highway. You need to have the ability to work within a committee structure most of the time, not within a board that doesn't work within some type of committee structure."

Passion

Being competent, skilled and fully trained to complete a task can get you a seat on the board, having the drive, the desire and the passion to execute that task will keep you there. Having a passion for your respective duties not only makes the job at hand easier, but ensures the job is done to exceeding expectations. Interviewee #1 draws their passion from different aspects of the job saying, “First thing is that they need to believe in the mission for what they're serving. In this particular case, as you think about what Rolex is all about, and that's the competition and that you're doing something good for the community.”

In the absence of passion, members can drone through their obligations lacking a sense of urgency and pride. Interviewee #2 gave an example of this issue by stating, “You get some board members who perhaps have lost their passion. They're more just there for the prestige or the whatever. They're not really stepping up the way they need to be or could be.” The executive board can set the tone for passion as an element of their outlined expectations for board members. Interviewee #7 highlighted how the executive board gives a good example for board members to follow with their quote that was also cited earlier, “It's a lot of work. The executive board, they put in a lot of hours and a lot of time. They have a lot of passion for what they're doing... They want to do a good job.” Four out of the eight interviewees mentioned the need for passion.

Flexibility

In terms of strategic boards, the expression of being flexible relates to the notion of being able to change and adapt as the environment sees fit. It is not always possible to

follow the original plans as they were outlined in board meetings; accidents happen, things go wrong, human error takes course or even Mother Nature has her way. As a strategic board, there should be room between the division of responsibilities that allows board members to make off course decisions that they believe is best for the end goal. This was said best by Interviewee #8, “I think the mission is broad enough. We're not terribly restricted on...we are to a point. It's a pretty broad mission. It does allow for flexibility”.

Obviously, there will be elements of a world class annual sport championship event that may be set in stone (locations, competition rules, qualifying procedures, contractual agreements with sponsors), but what if, for example, a vendor cannot deliver 200 tents to the event, should it be okay to get them from another vendor without having an entire board meeting about it. Interviewee #2 commented on this balance,

As long as we don't change our board rules and regulations, or bylaws, we can do whatever we want. Now, as you put a “but” on that, you do have a governing body. If we think it's something that's going to affect the governing body, for instance, if we decided we don't want our event the last weekend of April, we can't change it. We cannot just arbitrarily change an event. The governing body has those events planned out. They are strategically planned, so that those that are competing are fairly accommodated.

As board members stay in place longer, they must be mindful not to become too comfortable that it turns into close-minded service. Interviewee #5 explained,

You need to be flexible. You need to be able to think outside the box, be able to grasp other's ideas and hopefully take them to success or to fruition. In our case, being able to have our event there for a number of years, it was almost like we could do it blindfolded, everything happened exactly the same. Same tents were put in the same locations, same people doing the same jobs. To this day, there's still some of the same people doing the same jobs, but with the bringing in of new blood, certain things have changed for the better. Not everything that we've put in place works, but you have to be flexible enough to say, 'Hey, bad idea, let's change it next year.' To be flexible and be able to accept these changes is very important.

Diverse Perspectives

This sub-category received the greatest density of answers from interviewees where all eight brought a thorough discussion to the issue. A diverse perspective refers to the notion that there must be individuals on the board who approach the same problems but from different angles. Diverse perspectives bring fresh new ideas to the table that can lead to more efficient ways of operation. Interviewees expressed the importance of diversity claiming if everybody is of a like mind, then oftentimes the board becomes stale lacking new ideas. Whether or not ideas are implemented, there still needs to be a discussion about it. Initially a lot of board's may start out very like minded in their infancy, but as they grow and evolve, having some diversity will avoid the symptoms of tunnel vision.

Having diversity amongst board members is also a great way to ensure the best division of responsibilities. Interviewee #6 made the points,

I'm obviously in the tourism industry and this is a big tourism draw. I come at things from more of an event marketing perspective, how do we get the news out, how do we share the story, how do we help drive ticket sales and not just ticket sales from the places we've always gotten them, but how do we attract a new customer. I think when you get all those different perspectives around the table; it gives you a complete picture and not a soloed or an isolated picture.

Interviewee #3 supplemented this statement with, "...as the board tries to find new members, they're always trying to find diversification. Everybody doesn't think the same way. I think that's another major key to serving on these boards." Another interviewee used the example if only operations people were in charge of the event, then it would probably be extremely well run, but there may not be people there. Some people have these gifts, and I have these gaps. They come together so that you have a complete picture when you're working together.

Respect of Board Process

Having respect and an understanding for the board processes ensures that ideas can be shared without reservations, meetings can run more smoothly, and everyone feels that their opinion is valued. Members should respect the proper flow of discussions and voting procedures. With a large group of diverse personalities, there is bound to be a few that may dominate the board processes. This discourages participation from more

reserved members who may have great ideas to share. One interviewee shared reasons for having reservations in meetings by saying,

Part of the reason I don't feel very comfortable talking in the board meetings is because we have two or three members who totally dominate the discussion. They're very intimidating. They might be good at what they do, but they are personalities to contend with.

Another interviewee warns that, "If you have a couple people who love to hear themselves talk and love to just force their way, and you don't have anybody in there to give that sense of checks and balance, then it's real easy for a board to go the other direction in a hurry". Interviewee #2 showed us that when members respect the board processes, this in turn would foster an atmosphere where diverse perspectives can flourish;

If you have a different opinion, it does not make you wrong and me right or me wrong and you right. It just means you got different opinions and then thankfully there are 27 other people in our case on the board who can say well I see what you are thinking about, but I see his point, but what about this? So that is an important part of your makeup on a board. Again if you have a bunch of people who thought exactly the same way it would be boring after a while. It brings stimulus, a little excitement.

Humility

When working in a diverse board setting, it is important to humble oneself and be able to accept ideas other than your own. Furthermore, when the board is a nonprofit organization, members must be able to put aside personal agendas and remember the event comes first above all. Interviewee #5 explained,

First and foremost, egos need to be checked at the door. In our case, our board is a non-profit. We're basically volunteering. We need to be very humble and come to it with the event first in mind, and making it a success, whatever it needs to be.”

Interviewee #5 also described how personal egos should be pushed aside in order to see that some ideas may be better than your own; “Looking back at past performances we can say, ‘OK, here is this time period where we did this all same after same after same.’ We change this and see the results or we change this, see the failure. We know we can make some changes and it worked out for us. It also makes us realize that we can't do it all on our own. We do need to bring in, per se, outside resources. It humbles you a little bit to say that your idea may not be the best one.

A few times throughout the interviews, humility was spoken of as a virtue that should go in conjunction with patience and having a thick skin. Another interviewee recalled,

In the heat of the moment two different people look at the same thing and they see two different things going on. Somebody reacts with a comment out of frustration to another person. If that thick skin is in place, the other person fielding the comment hopefully can go, ‘OK, I understand,’ and walk away, come back later

and say, 'Hey, I think you were a little overboard on that.' Maybe the other person who produced the comment tells the first person, 'I was way out of line, I'm sorry.'

Problem Solving

Problem solving is a beneficial skill to possess as a leader. As a working board, being out in the field while the event is going on does not provide the optimal situation to vote on issues that arise. Individual leaders must be able to problem solve and delegate solutions to their sub committees. This provides a more effective chain of command being able to work swiftly without having to jump through bureaucratic hoops.

In the Intra-Relationships word cloud, a new theme that comes to life is the word *need*. Interviewee #3 used *need* when discussing how a board should be flexible enough to incorporate people with specialties based on the needs of the organization. However in reference to humility, Interviewee #5 said, "First and foremost, egos need to be checked at the door. In our case, our board is a nonprofit. We're basically volunteering. We need to be very humble and come to it with the event first in mind, and making it a success, whatever it needs to be." In the Harvard Business Review article *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*, author Jim Collins argues that the key ingredient that allows a company to become great is having a Level 5 leader: an executive in whom genuine personal humility blends with intense professional will (Collins, 2005).

The University of Buffalo N.Y. School of Management released a report titled *Humility Key to Effective Leadership* where author Jacqueline Ghosen states, "Humble

leaders are more effective and better liked”. The article quotes on humility, “Leaders of all ranks view admitting mistakes, spotlighting follower strengths and modeling teachability as being at the core of humble leadership”, says Bradley Owens, assistant professor of organization and human resources at the University at Buffalo School of Management. “And they view these three behaviors as being powerful predictors of their own as well as the organization's growth” (Ghosen, 2011).

Figure 4.3 Intra-Relationships Word Cloud



Inter-Relationships

The term inter-relationships refer to the partnerships or associations between the board members as a whole and other organizations involved with the world class annual sporting championship event. Despite being a working board, in order to host sporting events of this size, the board must seek the resources and assistance of outside

organizations. Relationship development and retention between these organizations can ensure future benefits for both parties, especially when the event is a guaranteed reoccurrence such as a world class annual sporting championship. As an example, the EEI board does not own the Kentucky Horse Park where the RK3DE takes place each year. In order to retain proper use of these facilities year after year, strong relationships must be upheld. More importantly, to be able to continue the funding for this event, a strong relationship with Rolex must also be upheld. These are just two examples of outside organizations that can have a major and direct influence on the board's decisions. The following sub-categories discuss the importance of being aware of the surroundings outside of the board that can have influences within the board.

Community Connections

“The people who have been in leadership understand the dynamics of, and the interrelationship of, all of the players. It's, ‘You do this for me and then I can do this for you.’ That's how it works. That's just life.” This expression from Interviewee #1 is a good rule of thumb when it comes to the foundation of inter-organizational relationships. No party should ever feel as though their favors are never being repaid. Having strong relationships within the community can lead to a stronger board. This is where networking comes into play. When asked about the importance of members being connected in the community, Interviewee #2 responded that it is,

...extremely important. It is where you get a lot of your diversity that is where we find new board members when we need them but having connections in this

community and that is kind of the basis of how business gets done is connections and knowing people and how you find who is best to help you with this situation.

Recruiting members to the board based on their connections is not an unorthodox practice. These members should understand their role and purpose on the board to act as the liaisons between the organizations of which they are well connected. Interviewee #7 made it clear that members with political connections are great asset, “Politically, we have a lot of very politically active people on the board that know legislators and governors.” Interviewee #1 also made note of the importance of political connections and continuing to have good relationships with the Commonwealth because there are other resources that are necessary for the event to go on. For example, the transportation department, with the horse park being a state park; they are governed by Frankfurt. With the Governor’s wife being on the board, it is beneficial to be able to pick up the phone and call a direct line to the Governor. For all intents and purposes, I will note that the Governor’s wife took a leave of absence from the board to avoid any conflicts of interest.

Outside Influences

The term outside influences is used here to describe forces outside of the board that can affect decisions and operations usually in an uncontrollable manner. The most frequent example brought up by the board members was the economy as an outside influence. When the United States economy crashed, the RK3DE felt the hit as well. The board must be able to adapt to each threat accordingly and have the flexibility to maintain

whatever situation arises. Interviewee #6 provided some insight regarding how the EEI board approached an economic threat by saying,

We've come through a very rough economic period in time. That is obviously something we're not dictating or controlling, but it does make us stop and think, 'OK. What are ticket prices? Do we need to offer something lean or some options so that we're not going to be losing revenue, because we haven't done our due diligence to adjust to what's happening out there in the economic climate?'

Interviewee #7 also added,

With the economy, we tighten our belt. We just kind of try to reduce our cost as much as possible. We try to help the vendors out by giving them a break, try to incentivize them to become vendors earlier in the year which helped us with our bottom line earlier, them having to pay for their slots in the fall, as opposed to waiting till the last month, basically tightening their belt.

Board members must also be cognizant that factors such as economic threats will affect many different aspects from the event stand point. Interviewee #1 pointed out how the economy can also affect spectator attendance and even athletes' attendance. The interviewee said,

Because the domestic economy was in a slump, now you have these two major events in the same year. People couldn't afford to come to both. You have once-in-a-lifetime WEG or Rolex every year. A lot of our regular spectatorship

had to make a choice, and they chose to go to the WEG instead of coming to Rolex, so definitely economically.

Beyond the economy, interviewees also mentioned other outside influences. When it comes to world class annual sport championships, there are always governing bodies that administer rules and regulations for the event being held. Interviewee #2 states, "...the United States Equestrian Federation is the governing body for events. While we say it's our event, they're the governing body, so we are required to run that event by their rules and regulations." Interviewee #6 added, "Definitely politics, I'm not deeply entrenched in it, but Horse Sport is very closely governed. In the United States, it's governed by the United States Equestrian Federation, and then internationally it's governed by the FEI (International Federation for Equestrian Sports)."

Conflict of Interest Avoidance

Because of the close knit workings of a board to other organizations, the board should take measures to protect themselves from being taken advantage of or the ability to make impartial decisions. This is another category where all eight interviewees made mention to the topic. As a proper safeguard, the EEI board requires that all members not only sign a statement of confidentiality, but also sign a statement of conflict of interest. These documents are fundamental to protecting particularly well connected members by ensuring privacy and the disclosure of any possible conflicts of interest. "We have a conflict of interest policy that we all signed that states exactly what our guidelines are and rules in that situation. We all signed a conflict of interest policy that tells us what qualifies as

conflict of interest and what need to do if that's the case. I would say that's a very important part of having a board that puts on an event like this, because, you're going to have conflict of interests. You can't avoid it.” said Interviewee #2. Interviewee #5 also stated,

We are a non-profit organization. The local newspaper in their zeal would love to find a non-profit with some of the names that we have on our board, and come after us and say ‘Well these people are padding the pockets of somebody else. There's the possibility of kickbacks.’ Stuff like that. The event and the charities that we give money to, it's not worth it. We need to think of them first. And as board members every year we are asked to sign a statement of confidentiality, but also a statement of conflict of interest. As a board member we have to disclose any possible conflicts of interest. Those statements are given to the office staff to review and to determine if there is a conflict of interest.

Sponsor Relationships

Having sponsors for a world class annual sport championship will ensure there is funding to operate the event and can bestow an honor of prestige upon the event. The endorsement of the Rolex name on the RK3DE promotes a higher class of event. For example, there would be a different atmosphere if the event were called the Waffle House Kentucky Three Day Event. Consumers will assume that a high quality sponsor would only affirm a high quality event. High quality events attract a higher quality consumer and higher quality competitors.

The sponsor relationship is different from a relationship by way of community connections. This relationship is based less on favor but more on business. A sponsor,

just like any fiscally responsible business, wants to get the most bang for their buck. Sponsors want to be guaranteed a certain standard of event will be enforced in order to give them the highest quality representation. “Obviously, a sponsor's more than likely doing what they're doing because they're wanting marketing value out of it, they're wanting to get in front of an audience that they deem lucrative to them and to their product,” explained Interviewee #6.

Interviewee #8 reiterated that, “Rolex is very influential since they are the main sponsor. Because large amounts of money are involved amongst these relationships, a board must realize that both parties are benefiting from the deal at hand. The board should avoid straying away from its core values and mission just to appease the sponsors. If sponsors are asking too much of the event organizers, the board should step in and re-negotiate the terms to what they feel their representation is worth. On the other side, the board should avoid doing anything during the event which may bring derogatory representation towards its sponsors. The board needs money to host the event; the sponsors need to reach a specific target market group provided by the event, keeping this in mind will ensure a mutually beneficial relationship.

The word cloud for Inter-Relationships highlights new themes of *Kentucky*, *event*, *Rolex*, and *horse*. Most of this discussion dealt with the Rolex Kentucky Three Day Event so having these themes emerge is no surprise. The event is a big reason why the board is in place. It is a central focus to the organizations existence and purpose and board members should keep that in mind. However as previously mentioned, these organizations not only facilitate competitions and stage events, but also manage coach

development, talent identification, volunteer training, and marketing and sponsorship activities at local, state or provincial and national levels (Hoye & Doherty, 2011).

Figure 4.4 Inter-Relationships Word Cloud



These four word clouds offer us an interesting new viewpoint on what a board is truly made of – people. *People* is the boldest term in each word cloud despite the focus of the interview questions. This observation shows that when all is said and done, at its most basic form a board is made up of people. People act as the strong roots of the board from which organization, structure, ideas, and relationships can branch off from – and ultimately feed off of – capable people.

Chapter Five: Conclusions

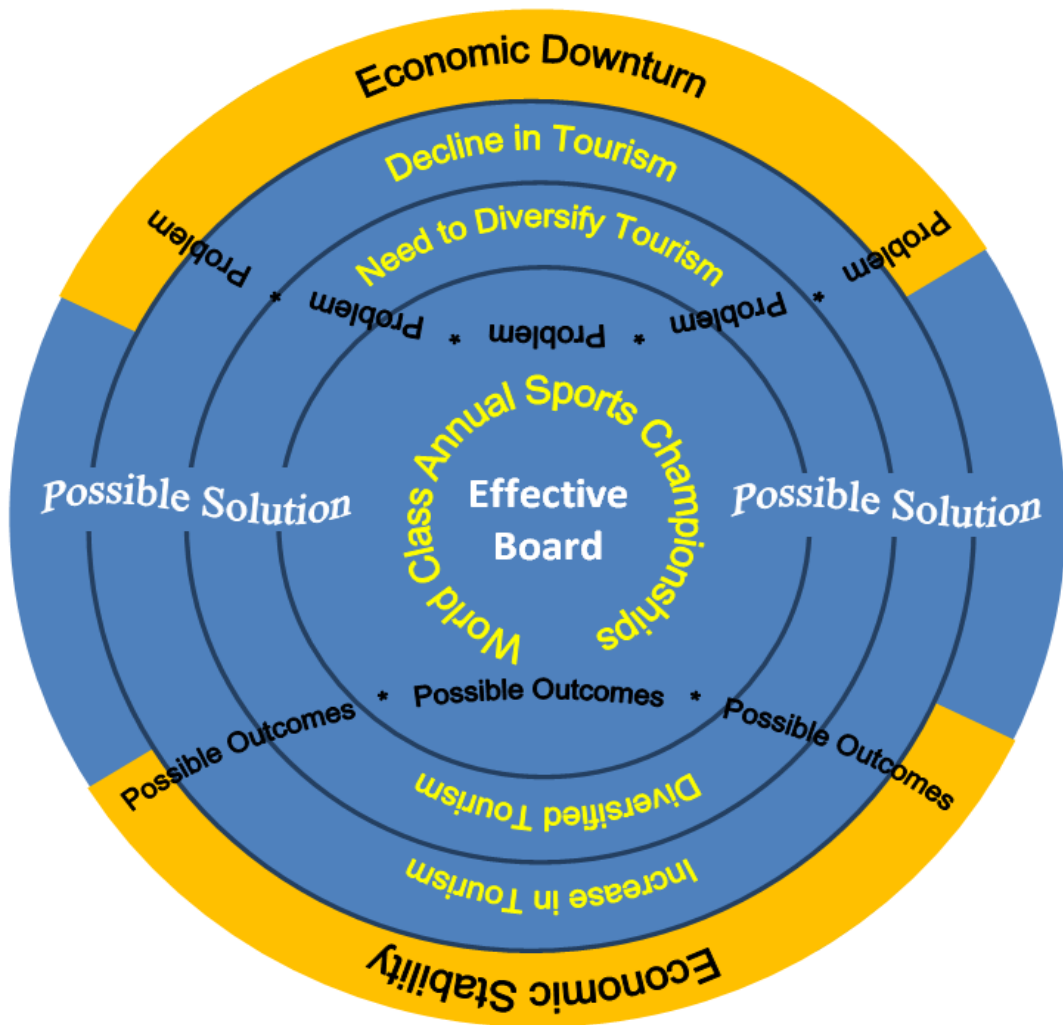
The literature has shown additional tourism demand will impact the host country's economy through the imposing costs in providing and maintaining infrastructure and more frequent flights between cities to accommodate the extra tourism. These impacts also have an effect on the local population's economic position. An increase in demand for labor may lead to wage increases as well as more people being employed (Dwyer, Forsyth, & Spurr, 2005).

These impacts have been realized, in part, in The Bahamas where the new 15,000-seat track stadium in Nassau, New Providence has brought the need for a new highway system on the island of New Providence in order to accommodate visitors for the IAAF World Relays, which is a major world class annual sport championship event in track and field being held in The Bahamas on May 14-25, 2014. Another avenue of sports tourism The Bahamas can take advantage of its aquatic sporting events. These events can include, fishing, diving, swimming and boating. The benefit of these types of sporting events is that there would be minimal infrastructure development needed since the most important framework being water is in full abundance.

There was a global economic downturn, which caused a decline in tourism in The Bahamas and exposed the need to diversify the tourism market. A diversification via sports is a suggested viable option, however in order to accomplish this, an effective board needs to be in place to develop and manage the sporting event. If we have an effective board in place, then we could host world class annual sport championships, which will diversify our tourism market leading to an increase in tourism that would lead

to an economical boost for The Bahamas. The flow from problem to possible solution was originally presented as Figure 1.1. Figure 5.1 now expands the flow to possible outcomes if effective boards can be created that will be able to create and host world-class annual sports championships.

Figure 5.1 Flow from Possible Solution to Possible Outcomes

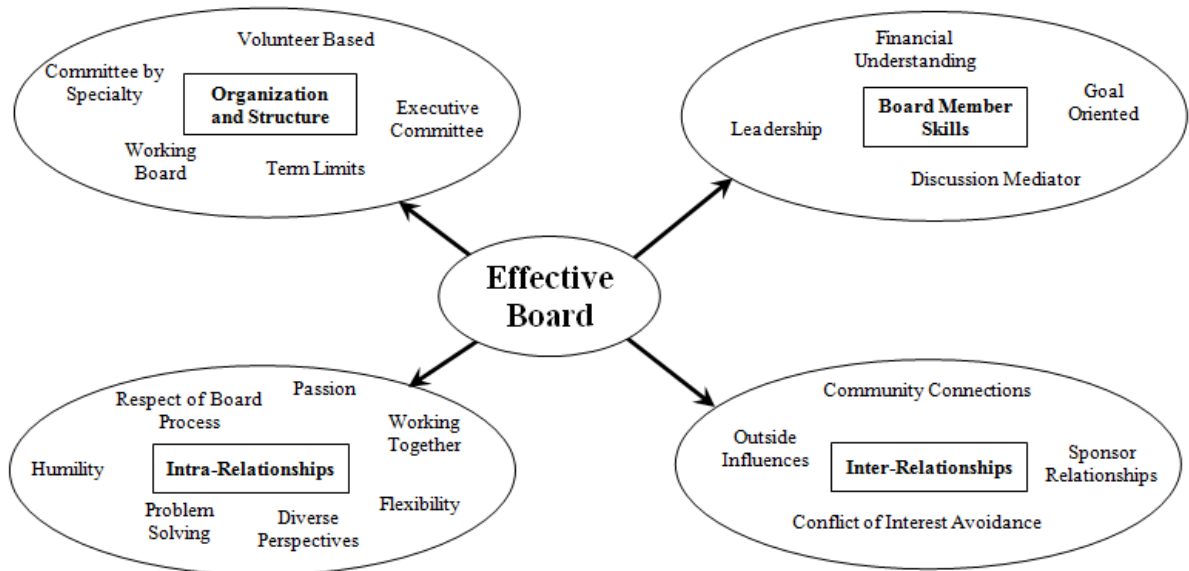


Revised Model of Board Strategic Capability for Sports Events

A theoretical construct put forth by Ferkins and Shilbury (2012) was used (see Figure 2.1) to examine the characteristics of a working board responsible for hosting

world-class annual sport championships. The research question asked what board capability is necessary to create world-class annual sport championships. Based on analysis of data collected during in-depth personal interviews, the Ferkins and Shilbury model was tested and revised. Figure 5.2 shows a revised model based on this research.

Figure 5.2 Revised Model of Board Strategic Capability for Sports Events



When comparing the revised model to the Ferkins and Shilbury model to my findings, the Ferkins and Shilbury model fairly similar in nature most likely because I designed my interview questions based on the Ferkins and Shilbury model. However, my model is slightly expanded and more involved than the Ferkins and Shilbury Model. When it comes to the core concepts, both models list the same ideas but used interchangeable terms. For example, in my model the term Inter-relationships can go hand in hand with the Ferkins and Shilbury model’s term Facilitative Regional Relationships or the Ferkins and Shilbury model’s term Facilitative Board Processes is

also transposable to my term Organization/Structure. My model is much more specific with its topics and examples whereas the Ferkins and Shilbury model core concepts were broader in nature. For example, the Ferkins and Shilbury model core concept Capable People used examples as big picture/long term thinkers, mix of skills including sport knowledge; “hybrid” board composition, and highly focused, impartial and inquisitive thinkers. The revised model labeled a similar core concept as Board Member Skills that used sub-categories of Board Member Skills, Financial Understanding, Goal Oriented, and Leadership. From there each category went into a thorough breakdown of its meaning and importance to the study.

Because the Ferkins and Shilbury model derived its findings from focus groups and cognitive mapping techniques, the researchers were left to interpret the data themselves. Ferkins and Shilbury (2012) did note that there are many different ways to interpret the conversations they had with their focus groups and interviewees. Therefore, they also had to acknowledge that their model provides but one interpretation. They did guarantee that much care has been taken to ensure logical links between data as they were transformed into evidence, also the concepts presented in their model were also derived or influenced by the literature outlined in their earlier research. The same is true for my model.

In response to the criticism by Ferkins, Shilbury, and McDonald (2005) who pointed out that most board governance literature is shaped by a normative approach (i.e., how things should be), my research is more positivist (i.e., how things are) in describing how the board of a major sporting event actually functions. This leads me to believe my model concepts are more specific in nature compared to the Ferkins and Shilbury (2012)

model, which began to move sport governance research from normative to positive. During my testing of the Ferkins and Shilbury model, in no way was the Ferkins and Shilbury model incorrect. In fact, the model provided a solid base that I believe my model built off of and serves to refine.

Application to The Bahamas

The second research objective involved whether a revised board strategic capability model can be applied to the governance of world-class annual sport championships in the Bahamas. As an Olympic athlete, I have had my fair share of experiences dealing with the inner workings of sport boards and the political barriers that only hinder their effectiveness.

In an open letter from track and field gold medalist Debbie Ferguson-McKenzie, she strongly expresses her dismay on behalf of Bahamian athletes towards the Bahamas Amateur Athletic Association (BAAA). As an athlete representative and executive board member on the Bahamas Amateur Athletic Association (BAAA), Mrs. Ferguson-McKenzie states in her letter how many athletes have been voicing their trepidations over the abuse of power by certain members of the Executive board. With the upcoming IAAF World Relays, the letter reveals threats of an athlete boycott of this event if “this illegal nonsense and victimization is not rectified and rightful governance is not restored” (Ferguson-McKenzie, 2013). A boycott could be a detrimental blow economically to the board and the host country/city.

Mrs. Ferguson-McKenzie’s letter shows that despite being on a board and in charge of the whole event, the athletes are the nucleus of any world class annual sport

championships. This is where humility and an ego check which is included in the revised model come into play. Also, there needs to be recognition of what the end goals are and how the board plans to measure success of the event. A boycott by the athletes will lead to the decline in number of quality participants, decline in quality spectators, and a decline in media interest. An important issue to note is that no quality sponsor will want to be associated with an organization that is clouded with a major scandal or controversy, as found in my data. The self centered actions of a few board members is all it takes to have a major world class annual sport championship event crumble before it even begins. This would not only affect the image of the board, but of the entire host city and country as well.

Mrs. Ferguson-McKenzie calls for the eradication of Member Federations who are not abiding by the International Association of Athletics Federations (IAAF) code. The catalyst to this letter stems from a lack of leadership and lack of humility which as I found in my data could stagnate effective board processes. She ends her letter with, “This is a call for leadership and relinquishing of personal agenda in order to move the BAAA's forward. You decide....our action speak louder than words” (Ferguson-McKenzie, 2013).

Her letter addresses the very key points that this research deems necessary to establish and run an effective board. Based on my findings compared to Debbie Ferguson-McKenzie's concerns, the BAAA cannot operate effectively due to key missing attributes and characteristics of strategic boards. The contribution of the board in strategic activities such as developing the vision and mission, engaging in strategic planning including monitoring and responding to external environmental influences, and considering long-term, big picture issues as and when needed, has been explored by sport

management scholars such as Inglis and Graff (1997), Carver (1997) and Cardno (2003). However, this recommendation should not be applied to all sporting boards in The Bahamas. To juxtapose the actions of the BAAA against a board I am more familiar with, the Bahamas Swimming Federation (BSF), executive board member Nicholas Rees has constructed a strategic plan that encompasses years 2014 through 2020. This strategic plan sets out the framework to achieve the strategic objectives established by the BSF specifically with a clear focus on excelling at future Olympic and Paralympics Games to be held in Rio de Janeiro in 2016 and in Tokyo in 2020 (The Bahamas Swimming Federation, 2014).

According to its executive summary, the BSF is responsible for the development, promotion and control of Swimming, Diving, Synchronized Swimming, Water Polo, Open Water Swimming and Masters Swimming throughout The Commonwealth of The Bahamas. Their strategy is focused on the promotion of a high performance culture throughout the organization and amongst their members committed to innovation and excellence. They list their core strategic focus to be targeted in the areas of; 1. Leadership, 2. Infrastructure, 3. International Affairs, 4. Partnerships, 5. Participation, 6. Programs, and 7. Performance. In the BSF strategic plan, the executive summary goes on to state,

Our strategy going forward will be focused on the philosophy of “solidarity” and “accountability” ensuring that all persons involved in the delivery of this plan remain committed to delivery though working together as one unit with purpose to achieve our stated objectives. The core values associated with the execution of this plan and its stated goals and objectives are 1) communication 2)

accountability 3) excellence 4) innovation and 5) enjoyment. Additionally, we will remain focused on promoting not only the athletic achievements of our athletes, but encouraging their academic pursuits and endeavors taking a holistic approach to building positive character attributes amongst our swimmers. (p. 2)

Compared to the revised model strategic board capability, this strategic plan incorporates most if not all of the core concepts presented in Figure 5.2 and deemed as necessary capabilities to be an effective board. As noted earlier, these organizations not only facilitate competitions and stage events, but also manage coach development, talent identification, volunteer training, and marketing and sponsorship activities at local, state or provincial and national levels (Hoye & Doherty, 2011).

This draft of the strategic plan was sent out to all coaches, elite athletes and members of the BSF board with an open invitation to suggestions and commentary. This showed great humility and the ability to listen and incorporate the ideas of others. It goes without saying that these positions require a skill of leadership, but as noted by Carver (1997) for a working board, especially with responsibilities divided amongst sub-committees, that everyone should have some sense of leadership. The actions of the BSF put an importance on the suggestions of the athletes themselves and shows that without their continuing success, there is no board success.

Growing up in The Bahamas it was apparent early on that the premier sport of the country was track and field. I always equated the athletes' success to the track and field dominated improvements in our sporting infrastructure and great board management. Being an Olympic swimmer I had felt the opposite towards swimming. However after

analyzing all the data, I came to the realization that track and field in The Bahamas possesses the best infrastructure but lacks an effective board whereas Bahamas Swimming lacks good infrastructure nationwide but maintains an effective board according to the data. This could be a suggestion to The Bahamas Ministry of Sports to start placing an equal importance on human capital as they do in infrastructural improvements in sports.

The Bahamas has great potential to host many sporting events that will attract a wider range of visitors from all over the world. Many visitors will stay longer than the average tourist. These events not only bring along the participants, but also attract spectators, media outlets, and those who help run the event. Sport tourism is a viable option of market diversification for the Bahamas economy. However, in order for any world-class annual sport championship to be hosted in The Bahamas, there needs to be an effective board in place.

Limitations of the Study

Limitations of this research were its small sample size of only eight interviewees. Despite gaining almost immediate trust of the interviewees due to a prior introduction from my professor which they all had worked with in the past, there were still some natural interviewee dynamics I had to be cognizant of, such as some members may have been reluctant to talk or fear giving fully truthful answers for bureaucratic or political purposes. The willingness of board members to meet and answer questions was also a limitation. It was a challenge to find the time to meet eight individuals during their busy schedules and organize them all accordingly. However, this challenge was overcome.

Recommendations for Future Research

Additional future research on board structure should be conducted to see a correlation between its strategic capability and its overall economic impact to the host region. More reliable data could be possible by researching different boards of various world class annual sport championships over time and conducting an economic impact study for each host region.

Further research could be conducted on whether or not a foreign spectator is likely to return to the host region if the event was a success or a disaster. This could lead to a better understanding on the importance of board structure at the surface level for a ripple effect through touristic economics. I would hypothesize that a poorly run event would reflect negatively on the host region causing a low rate of return visitors. Results of future research suggesting otherwise may not only be surprising, but could shift the importance from having an effective board to the importance of just hosting an event regardless. This research hopes to lay the foundations for the establishment of effective boards that can put on large sporting events such as world class annual championships.

Appendices

Appendix A: Informed Consent Form

Informed Consent Form

To Interviewee:

You are being interviewed because of your membership on the Board of Equestrian Events, Inc. The purpose of this interview is to learn about the elements of board governance required to produce a world-class sport championship event.

Although you will not get personal benefit from taking part in this research study, your responses may help us understand more about the board governance of world-class championship sporting events.

We hope to conduct interviews with about 10 people, so your answers are important to us. Of course, you have a choice about whether or not to complete the interview, but if you do participate, you are free not answer any questions or discontinue the interview at any time.

The interview will take about 45 minutes to complete.

There are no known risks to participating in this study.

Your interview responses will be kept confidential to the extent allowed by law.
When we write about the study you will not be identified.

If you have questions about the study, please feel free to ask; my contact information is given below. If you have complaints, suggestions, or questions about your rights as a research volunteer, contact the staff in the University of Kentucky Office of Research Integrity at 859-257-9428 or toll-free at 1-866-400-9428.

Thank you in advance for your assistance with this important project.

Sincerely,

Elvis Burrows

Retailing and Tourism Management, University of Kentucky

PHONE: 502-298-2936

E-MAIL: elvis.burrows@uky.edu

Subject's signature: _____

Appendix B: Interview Protocol

Overall Research Question: What board capability is necessary to create and host world-class annual sport championships?

Is it okay to record the conversation?

Capable People (F&S, 2012)

The first set of questions relates to characteristics of board members. The questions are not about specific board members, but instead they ask about characteristics of good board members in general.

1. What are some of the important skills and abilities board members should have?
2. Are certain skills and abilities valued over other skills and abilities?
3. How difficult is it for the board to function without people who have these valuable skills and abilities?
4. How important is it to have diverse perspectives among board members?
5. How can diverse perspectives among board members be encouraged (or discouraged)?
6. According to the EEI bylaws, board members are chosen by annual election by the directors. How does the way board members are chosen foster or hinder diverse perspectives about how the organization should be run?

7. What jobs/responsibilities do board members have when the event is taking place?
 - a. How are jobs/responsibilities divided amongst the board members?

Established Frame of Reference (F&S, 2012)

The next set of questions is about external influences.

8. How do external influences (competitive, political, economic, influences within sport governing body) hinder the board from achieving its strategic objectives?
9. How does the board address the external influences?

Facilitative Board Processes

The next few questions involve various activities of the board.

10. How do you measure success of the event?
11. How much flexibility does the board have to make long-term decisions that may be outside of the organization's mission? (Dimitrios, Sakas, & Vlachos, 2013)
12. Do some board members dominate the board processes (i.e., meetings or decisions)?

- a. If so, what kind of problems does this create?
- b. If it's a problem, what can be done to make it the board function more effectively?

Facilitative Regional Relationships

The last set of questions cover relationships with organizations and individuals who are outside of the board?

- 13. How are outside organizations involved in producing the event?
 - a. How are these outside organizations chosen?
 - b. Can these outside organizations create a conflict of interest?
 - c. What do these outside organizations expect in return?
- 14. How important is it for board members to be connected with other organizations within the community? (Jaskyte, 2012)

Wrap-up

- 15. Do you have anything else to add about the attributes and characteristics of the board that are required to create world-class annual sport championships?

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VITA

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