
Building Corruption Free Sport Organizations: A Managerial Framework



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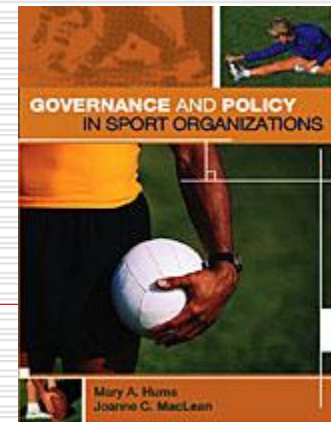
Sport governance defined

Sport governance is the exercise of power and authority in sport organizations, including:

(a) policy making to determine organizational mission, membership, eligibility, and

(b) regulatory power within the organization's appropriate local, national, or international scope.

(Hums & MacLean, 2004)



Why a managerial model?

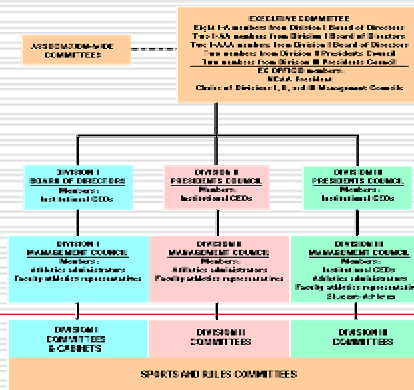
Sport governing bodies have a “wide reach”

Sport managers need to see the “big picture”

Sport managers’ decisions are “publicly scrutinized”

Sport managers need an organized method to analyze their decisions in advance of making them

NCAA Governance Structure



The SLEEPE Model

Social

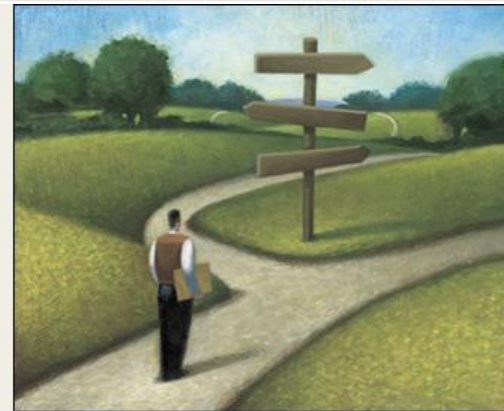
Legal

Economic

Ethical

Political

Educational



(Hums & MacLean, 2004; Moore, 1989)

SOCIAL Considerations

What will society say about our decisions?

What social message do we send?



LEGAL Considerations

Do our decisions follow the “letter of the law” or the “spirit of the law?”



ECONOMIC Considerations

Is this our primary consideration?

Do we consider fair wages?

How do we carry out our bid processes?

Do we cater only to the “high end” consumer?



ETHICAL Considerations

**Do we consider basic human rights?
What is our approach to diversity?
How do we determine who is eligible?
What attitude do we take towards use
of performance enhancing
substances?**

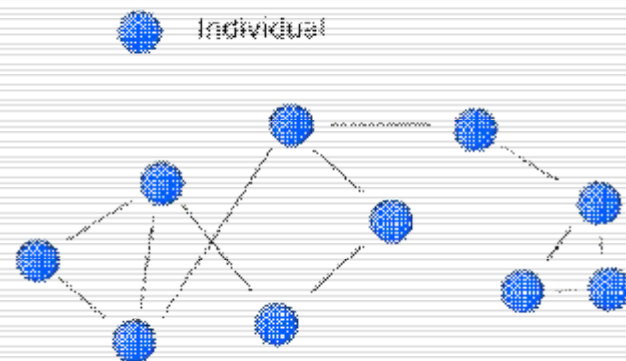


POLITICAL Considerations

How will other sport organizations react to our decisions?

How will our decisions interact with governmental policy?

How do our decisions incorporate “power players”?



EDUCATIONAL Considerations

Teach sport managers about best practices

Educate constituents about decisions (transparency)

Creating environment where professional development is encouraged

Organizational examples

IOC – Olympic Charter

IPC – Statement on Human Rights

Right to Play – Inclusion Statement

Major League Baseball– Minority Hiring Guidelines

National Football League – Salary Cap

Nike – Code of Ethics

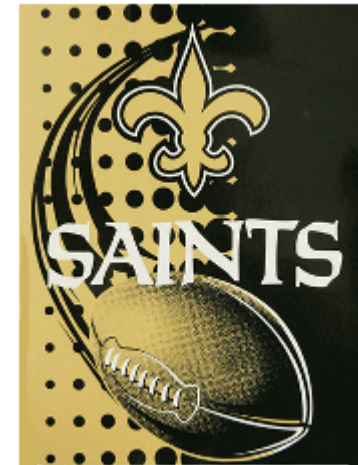
**International Federations – Performance
Enhancement Regulations**

Case Examples



New England Patriots

New Orleans Saints





New England Patriots

- S – community charity support (Dana Farber Cancer Institute)
- L – rescinding signing bonus from player in trouble with law
- E – privately funded stadium
- E – recognized as an ethical organization
- P – chose not to move team for new stadium
- E - educational programs (Rookie Life Skills Program)

THE NEW ENGLAND PATRIOTS

Charitable Foundation



New Orleans Saints



- S – city needs something to cheer for**
- L- any contracts to be broken**
- E – lost ticket/sponsor/employee base**
- E – is this the right thing to do after city's trauma?**
- P – effect on league alignment**
- E- what lessons have they learned?**



Future Considerations for Sport Managers

How can sport organizations use the SLEEPE model?

What other frameworks are there?

Who can sport managers partner with to create corruption free environments?

Can there be an effective “Brighton Declaration” for ethical sport governance practices?



Questions?

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