

## Investigating Differences in Structure and Challenges Among Sport for Development Programs

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The number of sport for development organizations is growing every year (Coakley, 2011, Green, 2008, Levermore, 2011). In Austin alone, there are 26,046 people employed in 501(c)(3) entities and 5578 registered 501(c)(3) charitable nonprofits in the Austin-Round Rock MSA (Texas Association of Nonprofit Organizations 2010). Yet little is known about the managerial needs and issues facing the organizations. Sport for development organizations are often treated as if they are homogeneous in their structures, outlook, and needs (Fraser-Thomas, Côté, Deakin, 2005, Vierimaa, Erickson, Côté, Gilbert, 2012). Yet, they serve diverse populations and have a wide variety of goals. Consequently, researchers have identified three types of sport for development programs based largely on their mission: Sport for Social Inclusion, Sport for Diversion, Sport as a Hook (Green, 2008). Sport for Social Inclusion programs are often based on the functionalist assumption that sport participation itself creates positive development and creates opportunities for 'under-served' or 'at-risk' populations to participate. Sport for Diversion programs use sport to divert participants from anti-social behavior by filling their time with sport activities. Finally, programs that use sport as a hook view sport as an enticement for youth to participate in a program, which then provides services for positive development.

Each of the three typologies implements or uses sport in a different capacity. However, sport for development research typically assumes that these organizations are structured similarly despite their goal differences. Little is known of the unique challenges within each of these types, including areas such as funding, volunteers, and network. The purpose of this study is to identify possible differences among the three types of programs that are associated with difference in structure, location, population, fundraising, volunteer management, partnerships, and staffing. Based on the outlook of the organization, a greater emphasis on skill acquisition versus character development or education could impact the type of volunteer or staff recruited. The recruitment of a skill-based coach varies from a youth development expert or academic tutor. This emphasis can also affect funding sources due to grant restrictions. In addition, the differing priorities can attract partnerships with vastly different goals as well.

Fifty charitable non-profit organizations in the greater Austin area were (or are currently being) surveyed. Austin is a prime location for this research as the Greater Austin ranks as 37th out of the 50 largest cities in the nation per capita giving (The Chronicle of Philanthropy, 2012), and ranks 41st in the nation for volunteer hours per resident (Corporation for National and Community Service, 2011), subsequently more likely to highlight challenges within these charity organizations. A subset of 3-4 organizations representing each type of sport for development program will be interviewed. The survey will measure: volunteer usage and recruitment, organizational linkages, participant recruitment, and types of challenges encountered by these programs. Interviews will be used to obtain more in-depth information about program challenges, needs, and critical issues. Data analysis will include a descriptive analysis of structural considerations among the program types, as well as analysis of variance to determine differences across the three program types.

Initial findings suggest a great deal of variety among the programs in regards to structure, organizational linkages, and goals. Also, most of the organizations are connected to larger faith-based community organizations, national organizations (e.g., The First Tee), or umbrella funding organizations such as the United Way. We anticipate the research will uncover the structure and challenges within each program type. Results of this research will provide recommendations for addressing the challenges based on the type of organization in hopes of creating the desired change purported within sport for development. Implications for future will be discussed.