
Evan Richtsfeld, University of New Brunswick
Jonathon Edwards (Advisor), University of New Brunswick

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The “purity of sport” has been extensively challenged with the evolution of technology and the pursuit of competitive advantage by athletes through doping within competitions. This evolution has resulted in managers of sport organizations and institutions creating and implementing strategies, policies, and procedures that monitor, educate, and regulate doping practices within sports. Thomas, Dunn, Swift, and Burns (2011) indicated that these organizations and institutions play a significant role in the education and procedures of anti-doping efforts. An example of an under-researched institution is Canadian Interuniversity Sport (CIS) who is the national governing body for university sport in Canada. In partnership with the Canadian Centre for Ethics in Sport (CCES), the governing body of anti-doping for the CIS, anti-doping strategies, policies, and practices are implemented to minimize doping efforts. From 1990/91 to 2013/2014, there were 81 student-athletes found guilty of doping violations, and 79 of those athletes were male while 2 have been female (CIS, 2015). Thus, the purpose of this study was to use qualitative research methods through a case study approach to explore the strategies, policies, procedures, and practices (i.e., actions) used by CIS management to maintain the institution.

Institutional maintenance is a theoretical concept that can be found within the Institutional Work (IW) literature and emerged from institutional theory. IW depicts "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions” (Lawrence & Suddaby, 2006: 215). Furthermore, IW is used to understand how actions affect institutions and their legitimacy, rather than the relationship among organizations and the fields in which they operate (Lawrence, Saddaby, & Leca, 2009). Micelotta and Washington (2013) suggested that “the concept of institutional work offers an important new way to frame institutional analysis” (p.1137); however the use of this theoretical perspective has been limited within the field of sport management (e.g., Edwards & Washington, 2015). In using this theoretical perspective, the research questions posed for this study were: What strategies, policies, and practices are used to minimize and manage doping violations in the CIS?; and, What impact do those strategies, policies, and practices have on the institution?

Edwards and Washington (2015) explained that institutional maintenance is a growing area of the institutional work literature (e.g., Lawrence & Suddaby, 2006; Lawrence et al., 2009; Micelotta & Washington, 2013; Quinn & Washington, 2009); however it still remains a relatively unexplored aspect within the field of sport management. The concept of institutional maintenance is understood to be the “active, strategic process of institutions to maintain their status and power in the field” (Quinn & Washington, 2009, p. 239), while trying to protect the institutional arrangements from the external threats of the internal and external environment (Micelotta & Washington, 2013). Institutional maintenance can be categorized in two ways (Lawrence & Saddaby, 2006; Micelotta &Washington, 2013; Quinn & Washington, 2009). Quinn and Washington (2009) identified the first category as “the use of forms of regulatory and legitimate authority” (pg.239). Thus, maintenance “requires disciplinary acts to keep their system of rewards and punishments” (Zilber, 2009, p.207). Internalizing through the process of “valorizing or demonizing people who represent positive or negative aspects” (Quinn & Washington, 2009, p. 239; Saddaby & Greenwood, 2005) of the institutions foundation is the second category of institutional maintenance. Zilber (2009) further described the second category for maintenance as symbols that “relate to the cultural-cognitive pillar of institutions, and their maintenance involves the efforts at making sense of the institutional order and reproducing its values and meanings” (p.207). These two categories then become the basis for which we are gaining an understanding to the strategies, policies, procedures, and practices for anti-doping within the CIS.

Doping in sport has been extensively researched within multiple disciplines that includes: medicine (Diclemente, Jackson, Hertzerberg, Seth 2014; Dodge & Hoagland, 2011; Dodge, Williams, Wood & Stanton, 2012), sociology (Whitaker, Backhouse,& Long, J. 2014; Striegel, Vollkommer, & Dickhuth, 2002), and psychology (Manancheri, Tojari & Ganjouei, 2013; Hauw & McNamee, 2015). While there has been an extensive amount of research
Conducted on doping in sport, there has been limited research conducted on the management of doping in sport. Institutions can influence an athlete decision in many ways as athletes, in many cases, are forced to abide by certain policies adopted by the institutions governing (e.g. rule changes) their sport. Whether it is through the establishment of anti-doping educational programs (Thomas et al., 2011) or the implementation of doing control measures (Streigal et al., 2002) institutions are considered important in maintaining a drug free sporting environment.

A qualitative research design through the use of a case study methodology will be used to as a means of gaining firsthand knowledge into the experience of individuals through real-life events (Yin, 2003). Semi-structured phone and Skype interviews will be conducted with CIS Athletic Directors (AD) and management for the CCES. Secondary data sources (e.g. documentation or online policies published by key actors) will be gathered to augment the primary source of data (i.e. interviews) for the purpose of triangulation. In total, 12 to 15 participants will be interviewed between December of 2015 and February of 2016 in order to answer the first research question posed for this study. All interviews will be audio recorded and transcribed. The interview analysis will consist of an inductive approach through an open coding process, where themes that emerged consistently will be identified. “Concepts [i.e., themes] are precursors to constructs in making sense of organizational worlds” (Gioia, Corley, & Hamilton, 2013, p. 16). This process will consist of using Edwards and Skinners (2009) five stages of data analysis: Familiarization, Thematic Framework, Indexing, Charting, and Interpretation.

Based on the open coding process, we will use the two categories of institutional maintenance in conjunction with the concepts that emerged to address the second research question. This current research will make three contributions; first, it will extend the literature on IW and institutional maintenance in the field of sport management. Second, sport managers can gain an understanding of the types of strategies, policies, procedures, and practices used for reducing the doping efforts of athletes in university sport. Finally, this research will add to a relatively un-explored area of doping research as it focuses on the institutional and management aspect of anti-doping.