

The Impact of Athletics on Fundraising at the NCAA Division I Level

A Synthesis Project

Presented to the

Department of Kinesiology, Sports Studies, and Physical Education

SUNY Brockport

In Partial Fulfillment

of the Requirements for the Degree

Master of Science in Education

(Athletic Administration)

by

Gil Burgmaster

December 1, 2020

SUNY BROCKPORT
BROCKPORT, NEW YORK

Department of Kinesiology, Sport Studies, and Physical Education

The Impact of Athletics on Fundraising at the NCAA Division I Level

Catly Houston-Wilson

12/1/2020

Instructor Approval

Date

Accepted by the Department of Kinesiology, Sport Studies, and Physical Education, SUNY Brockport, in partial fulfillment of the requirements for the degree Master of Science in Education (Physical Education).

Catly Houston-Wilson

12/1/2020

Chairperson Approval

Date

Acknowledgements

Thank you to my mother and father for their support over the years and always encouraging me throughout any and all challenges put in front of me. Thank you to my former boss, Utica College Director of Athletics Dave Fontaine, for constantly encouraging me to further my education in order to reach my potential. Thank you to my current co-workers Erick Hart and Dani Drews for allowing me the flexibility and encouragement to pursue an advanced degree in athletic administration. Thank you to all of the instructors in the athletic administration program at Brockport for creating an environment that foster's professional growth and critical thinking. There are no words that can describe just how grateful I am to be surrounded by such an inspiring group of individuals. Thank you.

Table of Contents

Title Page..... 1

Signature Page..... 2

Acknowledgements..... 3

Table of Contents..... 4

Abstract..... 5

Chapter 1..... 6

Chapter 2..... 11

Chapter 3..... 15

Chapter 4..... 27

Reference Page..... 34

Appendix A..... 38

Abstract

As intercollegiate athletics have become increasingly important within the fabric of NCAA Division I institutions across the country, the importance of fundraising to offset athletic department budgets has come into focus. Analysis of previous research at the NCAA Division I level shows that although a winning athletics program does not definitively increase fundraising efforts, it can in many cases positively influence donor giving. It has been suggested that athletic directors are now being asked to become more creative and collaborative when it comes to financial responsibility and fundraising. NCAA D-I institutions are being advised to use high profile sporting events and access to social events in order to secure the next big donor and to help cultivate a sustainable future of donor giving. The purpose of this synthesis was to review literature on the impact of Division I college athletics on fundraising for athletics in higher education.

Chapter 1: Introduction

For nearly 50 years, several studies have sought out to explore the effect that college athletic programs have on fundraising for colleges and universities (Martinez et al, 2010). Fulks (2009), detailed the importance of fundraising for college athletic programs and noted that approximately 25% of the generated revenue at Football Bowl Subdivision institutions comes from fundraising. The concept of fundraising to support NCAA Division I (D-I) athletic programs is noted as a primary role for athletic directors (Kirkpatrick, 2008) and these institutions are continually increasing fundraising efforts to the point where, on average, 15% of their department budget comes from private contribution efforts (Stinson, 2017).

Past research studies have revealed conflicting results regarding the impact of intercollegiate athletics on institutional fundraising. Reviews have generally resulted in studies that fall into three categories: studies that concluded there is little or no relationship between athletics and fundraising; studies concluding that athletics have a positive influence on fundraising; and studies concluding that athletics have a negative impact on fundraising (Martinez, et. al. 2010). Previous studies have also attempted to understand how athletic programs can influence donor decisions. Stinson and Howard (2010) extrapolated four main themes in the role that athletics plays in donor development. These themes include: 1) athletics as a socialization agent; 2) support is commercially-driven; 3) successful cultivation can help to transition donors from commercial to philanthropic giving; 4) institutions may benefit from leveraging the passionate connection donors have to the athletic program. The variables that make up donor cultivation enhance the need for athletic fundraisers to understand the relationship between athletic programs and donors.

Stinson and Howard (2010) also suggested that athletic donations can help to increase donations for academic programs at an institution. This is particularly important to note as institutions across the country look for the appropriate ways to cultivate donors into lifelong supporters. The value of a donor who gives to both academics and athletics should not be understated and Stinson and Howard (2004) suggest that these donors have a much higher ceiling of donation dollars when compared to their counterparts who give to just academics or athletics.

There are many ways that an athletic fundraiser can effectively service current and potential donors in an attempt to create a stronger relationship. Shapiro (2010) suggests that athletic fundraisers should provide a consistent level of service, which includes recognizing donors individually for their gifts as well as courteous and timely communication. The concept is that improvement in service to donors can be an effective strategy in regard to recruiting and retaining donors. Athletic fundraisers can also provide a minimal benefit to the donor such as premium seating or reserved parking in order to promote giving to an institutions athletic department (Stinson and Howard, 2004).

Shapiro (2010) examined donor perceptions of service quality in college athletics. The study also examined the relationship between service quality and three factors which included donor satisfaction, donor longevity and gift amount. Essentially, it's important for college athletic fundraisers to understand the importance of quality service as it relates donor perceptions, donor satisfaction, donor longevity and gift amount. Much research has been done on how quality service impacts donor perception, but none of that research has been conducted in college athletic departments. Shapiro (2010) offers practical implications including the concept that athletic department offices can focus attention on providing a consistent level of service to donors (despite a team's win/loss record) because service quality does impact donor satisfaction.

Multiple conclusions were made including the idea of recognizing donors individually for their gifts. The researchers also concluded that courteous and timely communication is important. Ultimately, improvements in the level of service can be an effective donor recruitment and retention strategy with minimal costs to the athletic department.

Tsiotsou (2004) accurately hypothesizes that the variables of involvement, income and donor type would classify athletics donors of large donations from those donors of small contributions. Donors with lower income levels and less involvement with the athletic program donated less money, while donors with higher income levels and more involvement donated more money. This classification helps to provide implications for practice, including determining donor cultivation strategies, donor stewardship and increasing fundraising effectiveness.

Analysis of previous research at the NCAA Division I, II, and III levels shows that although athletics does not definitively increase fundraising efforts, it can in many cases positively influence donor giving (Stinson & Howard, 2004). Engbers (2001) suggests that athletic directors at all levels of the NCAA are now being asked to become more creative when it comes to financial responsibility and fundraising.

Statement of Problem

With athletic directors across the country noting budget deficits as one of the most important concerns impacting their department (Copeland & Kirsch, 1995), it is safe to suggest that continued exploration of the impact of athletics on fundraising efforts is important among D-I institutions. Stinson and Howard (2010) also note that state funding for public universities has decreased and the forecast of any change in this downward trajectory remains grim.

The result of flat and sometimes dwindling budgets for athletic departments has required athletic directors to allocate time and energy to raising funds for athletic programs. Different types of fundraising for athletic departments include internal fundraising, event-based fundraising, grant writing and external donations.

Kirkpatrick (2008) adds that fundraising money supplements budgets in many ways, including use in enhancing or adding facilities, increasing coaches' salaries as well as adding funds to areas in athletics such as recruiting, staffing and travel. In order to effectively incorporate successful fundraising efforts at the NCAA D-I level it's integral that fundraising officers, athletic directors and coaches work together to navigate the challenges that fundraising can present to institutions.

Purpose of Synthesis

The purpose of this synthesis is to review literature on the impact of D-I college athletics on fundraising for athletics in higher education.

Operational Definitions

1. NCAA Division I – “NCAA Division I is the highest level of intercollegiate athletics sanctioned by the National Collegiate Athletic Association (NCAA) in the United States. D-I schools include the major collegiate athletic powers, with larger budgets, more elaborate facilities and more athletic scholarships than Divisions II and III as well as many smaller schools committed to the highest level of intercollegiate competition.” (NCAA Division I, 2020).
2. Donor Cultivation - “The process by which you build or grow a relationship with your donor or prospect” (Ryan, 2016).
3. Donor Stewardship – “Showing your donor the impact of their gift” (Ryan, 2016).

Research Questions

The following research questions will be the primary focus explored for this literature review:

1. Do D-I athletic programs positively impact institutional giving?
2. What are the challenges facing athletic fundraisers?
3. How can athletic administration professionals further enhance the relationship between athletic programs and current donors?

Delimitations

1. The articles used in the literature review of the synthesis were both peer reviewed and full text.
2. The review included articles between 2010-2020.
3. Peer reviewed scholarly articles focused on the impact that NCAA Division I intercollegiate athletics has on fundraising, the challenges facing intercollegiate athletic fundraisers and enhancing the relationship between athletic fundraisers and donors.

Chapter 2: Methods

The purpose of this synthesis project is to explore the impact of intercollegiate athletics on institutional fundraising at the D-1 level. A dual purpose is to determine the challenges facing athletic fundraisers at D-I institutions. An exhaustive search for previous research was conducted in order to obtain the information necessary to complete the synthesis. This chapter specifically details the methods used in obtaining the appropriate information for the synthesis.

Literature obtained for this project began with a search using the EBSCO database of SUNY Brockport's Drake Memorial Library website. Research guides within the library website are broken down by subject. For this particular synthesis the research guide subject selected first was Kinesiology, Sport Studies & Phys. Ed. The databases within the research guide subject were SportsDiscus and Academic Search Complete. A combined search of the two databases resulted in thousands of articles returned depending on the number of keywords used.

Keywords for the search were determined in order to focus the research. These keywords included *fundraising*, *NCAA Division I*, *donor*, *donations*, and *college athletics*. These keywords were selected based on their relevance to the research questions. *Fundraising* and *NCAA Division I* were identified as the most important keywords in order to return results that would serve as a starting point for the research. This gives the research a broad set of articles to start with, before being refined by the keywords of *donor*, *donations*, *college athletics*. *NCAA Division I* was identified as a keyword because that is the particular level of the NCAA that the research is most interested in. The keyword *donor* was important to help return results for the particular group of people in which the study is targeting.

The first combined search within the SportsDiscus and Academic Search Complete database used the keywords *college athletics fundraising*. This search resulted in 263 articles. A

limiter was then applied to produce only results with full text and a source type was defined to return only results from scholarly (peer reviewed) journals. A published date limiter was also applied to reveal results between the years of 2010-2020. These limiters dwindled the results down to 22. Of the 22 articles returned, six articles fit the criteria for use in the synthesis.

The second search conducted within the Kinesiology, Sport Studies & Phys. Ed database imposed the same limiters of full text, scholarly (peer reviewed) journals, and a published date between 2010-2020. The keywords used were *NCAA Division I* and *fundraising*. The search resulted in eight returns. Of the eight returns, two were duplicates and two more were used for the synthesis literature review.

The third search completed within the Kinesiology, Sport Studies & Phys. Ed database imposed the same limiters of full text, scholarly (peer reviewed) journals, and a published date between 2010-2020. The keywords used were *NCAA Division I* and *donors*. The search revealed seven results. Of the seven results, one article was found for use in the synthesis, while two others were deemed duplicates.

A broader search of academic journals was then conducted on Brockport's Drake Memorial Library website. This particular search looked at all academic journals within the entire Brockport database. Immediately imposed search filters included only journals available online and peer-reviewed journals between the years of 2010-2020. The first keywords used were *NCAA Division I* and *fundraising*. The search revealed 103 results. Of the 103 results, six results were found to be beneficial towards the synthesis of the topic.

15 total articles were selected through the refined search process, and one more was included in the critical mass. This article was found using the ancestry method. This means that

these articles were cited in one or more of the previous 15 articles and were researched further to determine if they were appropriate for inclusion in the literature review.

In order for the article to be included in the research process it was important that the article met certain relevance indicators. The article must have studied the impact of college athletics on fundraising, or it must have included challenges facing athletic directors. Some of the articles selected also offered ideas for improvement of the relationship between athletic fundraisers and donors.

Articles were produced from journals such as, *Journal of Sport Management*, *Journal of Contemporary Athletics*, *New Directions for High Education*, *Sport Marketing Quarterly*, *Journal of Applied Sport Management*, *Journal of Nonprofit & Public Sector Marketing*, *Journal of the Philosophy of Sport*, *Contemporary Economic Policy*, *Journal of Issues in Intercollegiate Athletics*, *Sport Journal*, *Journal of Marketing for Higher Education*, *Nonprofit and Voluntary Sector Quarterly*, *Public Organization Review*, *Social Behavior and Personality: An International Journal*, *SAGE Open*, and the *International Journal of Sports Marketing & Sponsorship*.

The critical mass for this synthesis is comprised of 52,045 individuals, the vast majority of whom were donors to NCAA D-I universities. Survey respondents who made up a much smaller portion of the sample size included athletic development officers, academic researchers and nonathletic fundraisers. Data was derived from a critical mass of 395 NCAA D-I institutions, located all across the United States. Demographic regions included descriptors such as the “East” region of the country, “North/Midwest”, “South”, “West”, “West Coast”, “Mountain”, and “Southwest”. All data came from institutions that participated in the NCAA D-I division. The

average age of donor survey respondents was typically in the mid-50's, with an income over \$75,000. The majority of the respondents were white males.

The articles selected for research included a mix of qualitative and quantitative approaches. The literature review included nine articles that were quantitative, six articles that were qualitative and one article that was a mix of both methods. These studies collected information using a variety of methods including data collection from resources obtained from institutions, article reviews, surveys, questionnaires and one was a meta-analysis of information obtained over the course of 30 years. One was an ethnographic study of one particular institution, while another included as many as 502 usable survey respondents. The breadth of which the data was collected speaks to the idea that there are many ways to attack the concept of the impact of athletics on fundraising. Specific interviews help to collect information regarding what can be done to enhance the relationship between athletic fundraisers and donors, while the larger data mining studies help speak to the impact that athletics can have on fundraising.

The primary challenge faced while conducting this research was the concept that this is not an overly popular topic discussed among scholars in college athletics. However, the general concepts of effective fundraising in higher education and the popularity of discussing revenue producing sports such as football and basketball at the D-I level helped to return enough results for the synthesis. To combat this particular issue, it was important to find at least a few articles that included scholarly information regarding small D-I college fundraising as well. Despite this particular challenge, the research still offers a wealth of knowledge regarding the impact that athletics has on fundraising, the challenges faced by athletic fundraisers and methods to enhance the relationship between athletic fundraisers and donors.

Chapter 3 – Review of Literature

The focus of this chapter is to present a review of literature regarding the impact that athletics at the D-I level has on fundraising and ways to enhance the relationships between key fundraisers and athletic donors to an institution. In particular, the following topics will be explored: impact of winning on fundraising, how tangible benefits and social events impact fundraising, the effects of football and men's basketball programs on fundraising, donor motivations, and effective ways to organize a fundraising office in an athletic department. An analysis of literature found that these five themes emerged as being essential to healthy fundraising efforts at D-I institutions.

When you think about the highest level of D-I college athletics, you often think about the programs that are the most successful on their respective playing surface. What many people do not know is if a winning program can benefit an athletics department in terms of fundraising dollars. The first component of the impact of D-I athletics on fundraising at an institution discussed in this review will be whether or not winning impacts giving.

Does Winning Impact Giving?

Do winning athletic programs positively impact giving to an institution? Martinez, et al (2010) completed a comprehensive meta-analysis wherein they researched all available empirical data over the course of nearly 30 years (1976-2008) regarding the influence that athletics success had on individual giving to an institution. They found that success has a small but significant influence on fundraising efforts. Following a thorough examination and selection process, the meta-analysis extracted data from 14 articles to provide statistical evidence that intercollegiate athletics can influence donors. In order to obtain a statistical evaluation for these 14 studies, the researchers found study identifiers in each article and specific variables such as school type,

NCAA classification, sports of interest, giving base and giving targets. Meta-analytic techniques were used to understand how athletic success impacted fundraising, specifically the researchers used techniques to understand the actual size of effect that success had on fundraising.

Ultimately, the analysis showed that intercollegiate athletics are an important influencer of donations to an institution.

Over time, researchers have found new and innovative ways to measure donor motivations in athletics. Park, et al (2016) used a tool called the Scale of Athletic Donor Motivation to identify and analyze the motivation of both small and large donors to collegiate athletic programs. Their analysis of 484 e-mail responses from donors to a high profile D-I football program showed that vicarious achievement was an important indicator of giving for both high and low level donors. In other words, it was found that the donors believed that they could find a sense of personal achievement if they financially supported a successful athletic program. It was deduced that more prominent and reputable athletic programs were more likely to receive fundraising dollars when compared to their less prominent counterparts.

Quantitative research and data analysis have also proven to be a successful approach to determining if prosperous athletic programs will positively impact fundraising efforts at an institution. Walker (2015) focused his work on a 10 year time frame (2002-2011) using 129 samples at 52 D-I institutions to determine if a year of athletic success can make a significant difference on private donations. Using data analysis of winning percentage and gifts made, the researcher found that a successful season nearly doubled overall private contributions. The research also found that private universities experienced more contributions following a successful season when compared to its public counterparts. The findings of this specific study are encouraging evidence that administrators should have a fundraising plan in place to capitalize

on a successful season in athletics.

Regardless of wins and losses on the field, Shapiro (2010) makes a case for providing a consistent level of service to donors of athletic programs throughout his research into donor perceptions of service quality in college athletics. Shapiro used an adapted version of the non-profit service quality instrument to extract data from 502 usable surveys from athletic donors to a D-I institution. The study was the first of its kind in college athletics and concluded that the quality of service to donors can significantly impact donor satisfaction. However, this study also produced results that suggested service quality does not impact donor longevity or gift amount.

While some studies show that winning can impact giving, others provide conflicting information regarding the true impact of success on the field as it relates to positive fundraising efforts. Cohen, et al (2011) found that there was actually no relationship to winning percentage and money raised at one high profile D-I institution. The study looked specifically at the football teams winning percentage and the total amount of money raised through contributions to athletics. Football was still found to be a great source of driving fundraising efforts, however having a better winning percentage in a particular season did not automatically equate to more fundraising dollars. The particular case supports the idea that it is not necessarily imperative to have a winning program in order to raise funds for an athletic department.

Reynolds, et al (2017) performed similar research and analyzed the winning percentages of 160 universities over the course of an eight year period (2004-2011). The intent of the research was to look at the relationship among donations and team winning percentages. The researchers created a complex, four equation, system that accounted for the donations made and the winning ratios for football and men's basketball. The results showed that winning can impact giving, but it is generally short-lived. The authors then discussed the value of consistent

fundraising efforts and an overall commitment to an entire athletic department in order to benefit overall giving to an institution.

Kelly and Wamosiu (2020) looked closer into a medium sized D-I institution and surveyed a pool of athletic program donors over the course of a five year period to determine if charitable contributions were impacted by the strength of the bond between the donor and the athletic team. The 19 question survey did not find a link between a team's winning record and charitable support from donors and also noted that more often than not, many institutions do not reach the highest levels of success in college athletics. This same study by Kelly and Wamosiu (2020) also divulged insight into donor motivations and types of donors which has helped to bring into focus further the impact of athletics on fundraising at D-I institutions.

Donor Motivations and Types of Donor

The survey conducted by Kelly and Wamosiu (2020) brings to light the concept that former athletes of an institution need to be considered as one of the most important sources of donations for an athletic department. Their research concluded that donors are often motivated by being made aware of the specific needs of an athletic program. Another significant finding of this research included the concept that targeted fundraising campaigns can encourage small donations from contributors who otherwise may not have given in the past.

Branigan and Morse (2020) performed a three year study (2015-2017) which collected data from schools that were among the highest revenue and contribution gaining schools in D-I to identify variables that influence contributions to athletic departments. The intent of the study was to inform professionals on how to be more efficient with their efforts in regard to fundraising. The quantitative analysis used a multiple linear regression in the three year span to find that departments should focus efforts on alumni bases and student populations to solicit

donations.

Ko, et al (2014) also found through their research that understanding donor motivations can help an athletic department's fundraising team to create targeted strategies to develop and cultivate potential contributors. The study began with a comprehensive literature review to find specific factors that might influence giving. The authors then created the Scale of Athletic Donor Motivation which resulted in a 25-item survey to represent eight donor motivation constructs. The survey was sent to 7,500 donors to D-I athletic departments and received responses from 816 participants for analysis. The results revealed three categories to help identify donor motivations including: philanthropy, demonstration of commitment, and vicarious achievement. Ultimately, the research provided a systematic understanding of donor motives in college athletics.

A 19-item questionnaire sent to 1,664 donors from three D-I universities helped to identify the differences between male and female donors to college athletic departments (Shapiro & Ridinger, 2011). The results displayed many differences in both demographic and motivational factors for the two genders. The researchers found that female donors made smaller annual contributions, did not give for as long a period of time and had a lower annual income when compared to their male counterparts. However, females appeared to be more emotionally attached to their college than males and females tended to relate closer to the overall cause of the athletic program. This research helps athletic fundraisers to understand that within the female population, it's important to create an opportunity for women to be involved with the program prior to asking them for donations.

It has been noted that athletics helps to motivate new donors to give to universities. Stinson (2017) displayed through his research that it's important for fundraising departments to

try and transition these donors into both athletic and academic donors to an institution. His quantitative research of data collected from giving records of 14,308 donors to a large public university between 1991-2012 revealed that first-time donors were far more likely to give to athletics. However, if an institution was able to transition the donor's motivation to also give to academics, the donor was retained at a higher level over the course of time. This concept divulges the importance of cultivating first time donors into lifetime donors.

Stinson and Howard (2010) also used a qualitative approach to explain that as donors become more able to give and as their experience with giving increases over time, they are more likely to avoid hitting a donation ceiling. As donors are cultivated and motivated by fundraisers over time, they are more likely to engage in larger philanthropic gifts. The researchers gathered this data through 65 in-depth interviews with individuals from two D-I institutions. Four main donor motivation themes were found throughout the research including: using athletics for socialization of donors, commercially-driven motivations, successful relationships between fundraisers and donors can help guide contributors from commercially-driven donations to philanthropic giving, and fundraisers should take advantage of the passionate connection that donors have towards athletic programs.

As noted by Stinson and Howard (2010), donors are often driven to give through the commercial and social dynamics offered by D-I athletics. This includes receiving tickets to popular athletic events, special access to social events, and preferred parking at major events.

Got Tickets? Tangible Benefits and Social Events Impact Fundraising

Many athletic fundraisers have to use their on-campus resources in order to entice donors to give to institutions. Several of the previously mentioned studies noted the importance of

fundraisers aligning their efforts with tangible items such as tickets to big games (Cohen et al., 2011; Branigan & Morse, 2020; Park, et al., 2016; Stinson, 2017).

Cohen, et al (2011) noted the importance of aligning fundraising efforts with tangible items such as admission to high dollar contests. The research shows that it is not just wins and losses that can impact giving to an institution. In fact, using high-end venues on campus for home games and utilizing these venues to host events for donors was found to be a successful way of cultivating donations. Branigan and Morse (2020) also found through their quantitative analysis that athletic departments should focus on ticket sales as part of their fundraising efforts and they should also use ticket sales to solicit future donations.

Kelly and Vamosiu (2020) displayed through their survey analysis that there was a significant relationship between donors who attended fundraising events and the amount they were willing to contribute to an institution. Essentially, donors who attended athletic events regularly were more likely to give at a higher level.

Stinson and Howard (2004) found that providing donors with benefits such as premium seating and reserved parking in response to a donation helps to impact whether a donor will give to athletics or academics at an institution. The researchers used a comprehensive literature review and discussion of research questions to create hypotheses for future research.

It should be noted that Jensen, et al (2020) recommended that in order to increase donor retention in the first two years of a giving life-cycle, particularly in difficult economic times, it's important for fundraisers to concentrate efforts on donors who want to help student-athletes as opposed to donors who simply want tickets to games. The researchers used a quantitative longitudinal study of data collected from 34,057 individuals in a span of 16 years from two universities at the highest levels of NCAA athletics. The study found that the first two years of a

donor relationship with an institutional were critical and creating an emotional connection was crucial to retention.

Along these same lines, Stinson (2017) found that the tangible benefits that attract first-time athletic donors often includes tickets, parking and special seating at athletic events. However, the researchers are quick to note that donors who are only interested in these types of benefits may have a restricted ceiling on their giving levels.

Park et al (2016) found in their research that in order to solicit continued donations to a department, fundraisers would offer benefits such as parking passes, high-end seating at sporting events and access to amenities that the general public would otherwise not have admission to. The researchers in this particular study noted that socialization at events should be viewed as an extremely important intangible benefit to donors and providing high profile donors with these types of social opportunities is good practice.

The majority of the studies that outlined offering tangible items as an important part of fundraising efforts at the D-I level were referencing tickets to high profile contests such as football games and men's basketball contests. These are often the most difficult tickets to find, as demand for these types of events continues to increase.

Football & Men's Basketball Make a Difference

It should come as no surprise that many studies in the field of the impact of D-I athletics on fundraising concentrates solely on football, men's basketball, or a combination of both sports (Brannigan & Morse, 2020; Cohen, et al., 2011; Jensen 2020; Park et al., 2016; Reynolds, et al., 2017; Stinson & Howard, 2004; Walker, 2015; Wanless & Stinson , 2020)

Cohen, et al., (2011) noted in the discussion of their quantitative research that despite finding no relationship between winning percentage and increased fundraising efforts, that

football programs still play an intricate role in the fundraising efforts of an athletic department. The previously discussed quantitative research of Branigan and Morse (2020) also brings to light the concept that average announced football attendance, football winning percentage and conference affiliation often allow for greater success in the fundraising arena. The conference affiliation correlation in this particular study showed that being part of a power five football conference allowed for greater television exposure and therefore more consumption of the product from potential donors.

The previously discussed research of Jensen, et al (2020) revealed in their discussion of results that fundraising managers need to be cognizant that a winning basketball team during the NCAA march madness tournament can help to decrease the probability of a donor leaving. Specifically, results showed that even just one win in the annual post season basketball tournament decreased the probability of a donor ending their time as a contributor to an institution.

Roberts and Weight (2013) displayed through their research that coaches who understand the importance of a sport which yields high public demand will often have better results in regard to fundraising efforts. It is widely understood that D-I college football and men's basketball are consistently among the highest profile sports particularly due to their exposure in the national media. Their research, which featured an online survey of 111 D-I track and field coaches and resulting quantitative analysis, stressed the importance of encouraging future modifications to sports such as track and field to make the sport more consumer friendly, much like its highly publicized counterparts of football and men's basketball.

Research from Reynolds, et al (2017) relayed data that displayed an association between increased fundraising efforts and the hiring of a high profile coach in sports such as football and

men's basketball. This brings to light the concept and importance of hiring and maintaining athletic staff members and fundraising managers at the D-I level who are both experienced and creative in their fundraising efforts.

A Healthy Fundraising Office is Key

Much like any good organization, competent and experienced staff members can be the lifeblood of a healthy and successful fundraising operation. Roberts and Weight (2013) noted in their research discussion that the financial success of a fundraising outfit is a collaborative effort that must be taken on by all parties involved, including student-athletes, coaches, administrators and other key stakeholders in athletics.

Brannigan and Morse (2020) found through their quantitative research that one of the most important variables to a successful D-I fundraising effort was years of experience among the fundraising staff at an institution. They found that hiring a director of fundraising with several years of experience often resulted in higher rates of fundraising in an athletic department.

Wanless and Stinson (2020) conducted perhaps the most eye-opening research in regard to the impact a fundraising staff can have on giving to a D-I athletic department. Their study used both qualitative and quantitative techniques that included online and in-person interviews of 30 individuals, as well as data analysis from 93 D-I schools. This particular study helped to develop a list of internal and external factors that explained contributions to institutions who participated at the highest levels of D-I football. The results of the study displayed that fundraising staff size, coach and athletic director turnover, and the number of athletic department staff were all variables that influenced athletic giving to an institution. The authors were quick to point out that any type of NCAA sanctions against teams and staff members negatively impacted giving to an institution. This research also divulged results that indicated the importance of the

athletic fundraising staff working in unison with the overall university fundraising structure. Collaboration and partnership between the two offices were generally regarded as important to the success of fundraising efforts.

Summary

Research has shown that many variables can impact fundraising in athletics at D-I institutions. It could be argued that the most significant impact is a combination of a variety of elements discussed in this chapter. Does a winning team always produce more fundraising dollars? Of course not, and the research shows that. However, if a high profile D-I institution in a prominent conference with consistent national media exposure is successful, it's important that the athletic departments fundraising office is prepared to take advantage of that opportunity.

In order to make the most of fundraising in athletics it's important to be prepared for the next big chance at a million dollar donor. Experienced fundraisers need to work collaboratively across campus, and they need to be able to offer current and potential donors with high profile social experiences. If the social experience or tangible item is not what the donor is looking for, a good fundraiser will try to connect the donor with an athletic program on a more personal level. An example of this could be through a meet and greet opportunity with a program's coaches and student-athletes.

Good fundraisers will know what motivates specific donors and which contributor demographic they might have the most success with, in order to maximize their time spent at work. Some donors are motivated by certain sports specifically and other major donors are interested in the naming rights to large scale construction projects on campus. Sometimes the size of the fundraising staff makes a big difference in success, and other times fundraisers could just be plain lucky that an alumni base decided to rally around a specific cause.

Regardless of the situation, it's important for athletic administration to think about its fundraising efforts with great detail and organization in mind. The next winning team could spark a fundraising movement, or the next big play could end up in the national spotlight, and this could be the opportunity needed to secure the next big gift to an athletic department.

Chapter 4

Results, Discussion and Recommendations for Future Research

The purpose of this chapter is to present the results of the review of literature on the impact of D-I college athletics on fundraising and how these results align with the purported research questions which guided this synthesis project. In addition, recommendations for future research as it relates to best practices in college athletics fundraising are presented.

The results of this review of literature displayed mixed results as to the impact that winning athletic programs have on fundraising. However, there is no dispute regarding the concept that an athletic department in general has a positive influence on a D-I universities ability to raise funds for an institution. The overwhelming majority of research on this particular topic showed that the highly publicized sports of D-I football and men's basketball can help to generate a positive impact on institutional giving. Research has also indicated that providing high-end social experiences and tickets to big games can help to incentivize donors to give.

The literature review has also displayed that an experienced athletic fundraiser with the proper on-campus resources can combat challenges in fundraising by understanding specifically which types of donors to target and exactly how to leverage certain donor motivations.

Discussion

Interpretations

Several research questions were posed prior to the literature review. The first research question synthesized was, do D-I athletic programs positively impact institutional giving? The results of the previous literature review show the positive influences that D-I athletics can have on an institution's fundraising efforts. For example, in Walker (2015), the research showed through data analysis that a successful season for an athletic program nearly doubled private

contributions to an institution. The research of Martinez, et al (2010) also displayed that athletic success has a small but significant influence on fundraising efforts. The work of Park, et al (2016) was successful in proving that donors were able to find a sense of personal achievement if they supported a winning athletic program. Cohen, et al (2011) displayed the importance of leveraging athletic department resources such as tickets to high profile sporting events in order to enhance the benefit of a donation to an athletic department. Kelly and Vamosiu (2020) also exhibited the relationship between higher contributions and attendance at high profile social events for current and prospective donors to an institution. Roberts and Weight (2013) presented results that explained how sports that are in high public demand such as D-I football and men's basketball can positively impact the efforts of fundraisers.

The second research question that was examined was, what are the challenges facing athletic fundraisers? The results shown throughout several studies displayed the importance of understanding the types of donors to pursue, and what their motivations for giving were, in order to combat issues with a lack of fundraising. Kelly and Vamosiu (2020) demonstrated the importance of targeting former athletes and making sure this alumni group was aware of the specific needs that an athletic program has in order to entice potential donations. Branigan and Morse (2020) also noted the importance of concentrating fundraising efforts on alumni bases and the student population in order to drive fundraising efforts. Ko, et al (2014) found that identifying donor motivations such as vicarious achievement and philanthropy were integral to combating issues with a lack of fundraising. Shapiro and Ridinger (2011) were also able to portray that understanding the key differences between the motives of male and female contributors to an institution were important exercises to undertake in order to make fundraising efforts profitable at an institution. Shapiro (2010) also provided evidence that despite wins and

losses on the field, quality of service to donors can help to increase contributor satisfaction in the long term, while Reynolds, et al (2017) made a point to note that consistent fundraising efforts and a commitment to an the entire fundraising portfolio (not just football) can benefit overall contributions to a department.

The final research question explored was, how can athletic administration professionals further enhance the relationship between athletic programs and current donors? The results of this literature review show that it is not just one person on a fundraising team, but the collective whole of a department, can truly maximize a relationship with a donor. Jensen (2020) exhibited the importance of concentrating fundraising efforts on donors who want to help student-athletes, while Stinson and Howard (2010) showed that donors who are cultivated and motivated by an athletic department's fundraising team over time, are more likely to give at a higher level. Stinson (2017) was also able to convey the importance of transitioning athletic donors into what has been coined *split donors* in order to maximize the financial relationship between an institution and a contributor. Split donors are those who give to both academics and athletics, and these specific types of donors have shown consistently that they are retained at a higher rate over the course of time. Stinson (2017) also found that first-time donors are often lured into a fundraising relationship through tangible benefits, while Park, et al (2016) found that capitalizing on the donor's urge to be a part of social events at an institution can be a successful way of enhancing a relationship with donors.

Implications

Previous research on the impact of athletics on fundraising at the DI level shows that a variety of aspects are agreed upon when building a successful fundraising effort at a university. Many of the conclusions of the results are intertwined. The results of this synthesis offer

practical implications which can benefit athletic fundraising offices in an attempt to maximize donations to a university.

For example, a winning program that draws public attention can help to create events on campus that attracts donors. Fundraising offices can leverage this high public profile and demand by offering current and potential donors with tickets and VIP access to special events at athletic events. Experienced athletic fundraisers would benefit from doing their due diligence and offering these added benefits to donors who have a strong connection to the university, and the resources to contribute at a sustainable level. Alumni bases and ticket sales should be leveraged to solicit more donations and including tickets and preferential parking can help to elicit larger donations.

It should also be noted that many variables within a successful fundraising effort in athletics are controllable. Simply fielding a successful football program does not guarantee that a fundraising office will be successful because each university faces different challenges in regard to fundraising. It's important to leverage high-end venues on campus to attract donors to events where they can be cultivated into lifetime donors. Studies also show that it is often more important to have fundraising programs in place (capital campaigns, endowment funds, planned giving) to increase revenue over time. It is also worth noting that fundraising campaigns that encourage small donations attract contributions from people who otherwise might not have given. Also, ensuring that donors are aware of team specific needs could encourage higher donations. Understanding that certain needs of an athletic program can help to motivate donors to give helps fundraisers to strategize and develop certain activities and campaigns to connect with contributors. It's also important for athletic fundraisers to know that donors are far less

likely to leave after two years of consecutive giving. In fact, studies show that donors leave less than 10% of the time after giving for two or more years.

Understanding the importance of what motivates a donor is critical to creating a comprehensive fundraising campaign in athletics. Fundraisers should understand that the more prominent athletic programs are likely to obtain more donations, and therefore these programs deserve careful consideration when creating fundraising campaigns.

Limitations & Recommendations for Future Research

Following a thorough review of the data available regarding the impact that D-I athletics has on fundraising, the following limitations were noted within the literature. The studies were limited to information that has been collected by an institution over a certain period of time and these studies were also limited by the variables examined within the research. As advanced analytics continue to grow on an institutional level, a wider array of variables impacting giving are likely to come into focus. Another limitation of the work previously displayed is when surveys are used, the study is limited to the number of respondents to the specific survey at an institution. Limitations can also occur when only looking at fundraising for athletics at an institution. It should also be noted that there is a limited amount of quantitative research about the relationship between athletics and giving to an institution. The amount of research is even further limited when looking at sports outside of NCAA D-I football and basketball. Meaning, this information cannot be generalized to meet the needs of other departments across campuses, such as performing arts.

Based on these limitations, future research should consider the following recommendations:

1. Future research should continue to develop new variables that can impact the relationship between athletics and positive fundraising outcomes, such as the psychological characteristics of donors, prestige of an organization, situational aspects, social pressure and consumer loyalty. Future research should concentrate on any new variables that come to light through advanced analytic research. As more data is collected over time, more information will be available to researchers to focus on.
2. Future research should be broadened to cover a larger swath of athletic programs. This will lead to more generalizable results.
3. Further research into donors who give at different levels (both large and small donors) may help to yield additional results and insights.
4. Future research should look at data from all NCAA Division I institutions, and look at each sport individually, as to its impact on a college's fundraising success.

Summary

The purpose of this synthesis is to review literature on the impact of D-I college athletics on fundraising for athletics in higher education. An exhaustive search of online databases using specific delimiting techniques and key words revealed 16 articles that were selected for this synthesis. These articles were synthesized to determine if D-I athletics positively impacted institutional giving, the challenges facing athletic fundraisers and ways that fundraising professionals could enhance their relationship with donors.

Research revealed that a variety of important variables can impact athletic giving to a D-I institution including athletic program success and prominence, an experienced fundraising staff, and understanding the motivations of current and potential donors. Athletic programs who do not work collaboratively with fundraisers on campus are more likely to miss out on the benefits of a

robust philanthropic effort. It is clear that taking advantage of on-campus resources to cultivate relationships and understanding donor motivations can help to combat the challenges of athletic fundraising while also enhancing relations between contributors and athletic programs.

Further research and enhanced analytic data from institutions over time will only help to expand the list of important variables that impact fundraising at the D-I level. This information will help athletic administrators and fundraisers alike to continue to build successful campaigns that will supplement future athletic budgets across the country. This information will also be beneficial to other divisions within the NCAA as well as high school and youth athletic programs in an effort to boost the experience of student-athletes through financial growth.

References

- Brannigan, K.J., & Morse, A.L. (2020). An empirical investigation of the variables influencing contributions in ncaa division I athletics: A quantitative analysis. (2020). Sport Journal. <https://brockport.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=s3h&AN=142977028&site=ehost-live>
- Cohen, C., Whisenant, W., & Walsh, P. (2011). The relationship between sustained success and donations for an athletic department with a premier football program. Public Organization Review, 11(3), 255–263. <https://doi.org/10.1007/s11115-010-0122-7>
- Copeland, B. W., & Kirsch, S. (1995). Perceived occupational stress among NCAA Division I, II, and III athletic directors. Journal of Sport Management, 9, 70-77.
- Engbers, J. L. (2011). An exploration of challenges facing division III athletic directors (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 3504289)
- Fulks, D. L. (2009). 2004-08 ncaa revenues and expenses of division I intercollegiate athletics programs report. National Collegiate Athletic Association. <https://eric.ed.gov/?id=ED506793>
- Jensen, J. A., Wanless, L., Hedt, K., & Wayland, E. (2020). Analyzing Big Data in Intercollegiate athletics: An application to athletic donor behavior. Journal of Issues in Intercollegiate Athletics, 292–311. <https://brockport.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=s3h&AN=145635559&site=ehost-live>
- Kelly, D., & Vamosiu, A. (2020). Charitable giving to college athletics: The role of brand

- communities in choosing how much to give. *Journal of Marketing for Higher Education*, 0(0), 1–22. <https://doi.org/10.1080/08841241.2020.1731911>
- Kirkpatrick, N. (2018). Collegiate = corporate? The business and financial backgrounds of athletic directors at the “power 5” conference level. *Journal of Issues in Intercollegiate Athletics*, 98–114.
- Ko, Y. J., Rhee, Y. C., Walker, M., & Lee, J.-H. (2014). What motivates donors to athletic programs: A new model of donor behavior. *Nonprofit and Voluntary Sector Quarterly*, 43(3), 523–546. <https://doi.org/10.1177/0899764012472065>
- Martinez, J., Stinson, J., Kang, M., & Jubenville, C. (2010). Intercollegiate athletics and institutional fundraising: A meta-analysis. *Sport Marketing Quarterly*, 19(1), 36-47
<https://digitalcommons.cwu.edu/cobfac/263>
- NCAA Division I. (2020). In Wikipedia. https://en.wikipedia.org/wiki/NCAA_Division_I
- Park, C., Ko, Y. J., Kim, H. Y., Sagas, M., & Eddosary, M. (2016). Donor motivation in college sport: Does contribution level matter? *Social Behavior and Personality: an international journal*; Palmerston North, 44(6), 1015–1032.
<http://dx.doi.org/10.2224/sbp.2016.44.6.1015>
- Reynolds, R., Mjelde, J. W., & Bessler, D. A. (2017). Dynamic relationships among winning in various sports and donations to collegiate athletic departments. *Cogent Social Sciences*, 3(1), 1325056. <https://doi.org/10.1080/23311886.2017.1325056>
- Roberts, L. W., & Weight, E. A. (2013). In pursuit of sport sustainability: Fund-raising and the NCAA division I track and field core product. *Journal of Applied Sport Management*, 5(4), 27–45.
- Ryan, K. (2016). Two sides of the fundraising coin: Cultivation and stewardship - Arroyo:

Kathie Kramer Ryan. <http://www.arroyofundraising.com/blog/2016/8/22/donor-cultivation-stewardship>

Shapiro, S. L. (2010). Does service matter? An examination of donor perceptions of service quality in college athletics. *Sport Marketing Quarterly*, 19(3), 154–165.

Shapiro, S. L., & Ridinger, L. L. (2011). An analysis of donor involvement, gender, and giving in college athletics. *Sport Marketing Quarterly*, 20(1), 22-. Gale Academic OneFile. <https://go.gale.com/ps/i.do?p=AONE&u=brockport&id=GALE%7CA323258617&v=2.1&it=r>

Stinson, J. L. (2017). Leveraging intercollegiate athletics to support academic giving at ncaa division I institutions. *Journal of Nonprofit & Public Sector Marketing*, 29(1), 1–19. <https://doi.org/10.1080/10495142.2017.1293582>

Stinson, J. L., & Howard, D. R. (2004). Scoreboards vs. mortarboards: Major donor behavior and intercollegiate athletics. *Sport Marketing Quarterly*, 13(3), 129–140.

Stinson, J. L., & Howard, D. R. (2010). Intercollegiate athletics as an institutional fundraising tool: An exploratory donor-based view. *Journal of Nonprofit & Public Sector Marketing*, 22(4), 312–335. <https://doi.org/10.1080/10495140802662572>

Tsiotsou, R. (2004). The role of involvement and income in predicting large and small donations to college athletics. *International Journal of Sports Marketing & Sponsorship*, 6(2), 117–123. <https://doi.org/10.1108/IJSMS-06-02-2004-B006>

Walker, A. G. (2015). Division I intercollegiate athletics success and the financial impact on universities. *SAGE Open*, 5(4), <https://doi.org/10.1177/2158244015611186>

Wanless, L., & Stinson, J. L. (2020). A contemporary functional form for NCAA division I FBS contributions: Internal and external considerations. *Journal of Sport Management*, 34 (1),

22–37. <https://doi.org/10.1123/jsm.2019-0036>.

**Appendix A
Synthesis Article Grid**

Author	Title	Source	Purpose	Methods & Procedures	Analysis	Findings	Recommendations
Brannigan, K.J., & Morse, A.L. (2020)	An Empirical Investigation of the Variables Influencing Contributions in NCAA Division I Athletics: A Quantitative Analysis	Sport Journal	To identify variables that influence contributions to help athletic departments become more efficient with their fundraising efforts. A secondary purpose is to provide a better understanding of the effect each variable has on contributions.	Quantitative analysis. Multiple linear regression using data that spanned over the years of 2015, 2016 and 2017.	A three year span (2015-2017) of data was collected from specific schools because they were the highest revenue and contribution gaining institutions in Division I. Dependent variable was contributions .	The study supports that average announced attendance for football, enrollment, football winning percentage, population of MSA, fundraising staff years of experiences, and conference affiliation have a positive relationship with donor contributions. Conference affiliation is impactful because it allows for greater exposure (large amounts of games on TV). This would explain why being in a Power 5 conference	An understanding of the variables that impact giving may be helpful for athletic departments to enhance and maximize donor contributions. Focusing on ticket sales and enrollment will help to create more donations. Also, hiring an experienced director of fundraising was found to be helpful. Athletic departments should use alumni bases and student populations to solicit donations. Athletic departments should use ticket sales to solicit donations as well.

						impacts donations. Overall ticket sales and winning in the past were both found to be significant as well.	
Cohen, C., Whisenant, W., & Walsh, P. (2011)	The relationship between sustained success and donations for an athletic department with a premier football program.	Public Organization Review	Explore one high profile athletic department's level of financial gifts and donations related to the performance of the university's prestigious football program.	Quantitative research. Data used in the study included the football teams winning percentage and the total amount of money raised through contributions to the athletic department for each year. Also collected were the total number of donors and the average dollar amount of each donation.	After data was collected a Pearson Correlation analysis was used to determine if a relationship exists between a football team's winning percentage and the amount of donations brought in by the athletic department.	The results indicated that the winning percentage of the football team did not influence the amount of money raised. The variable impacted by the team's winning percentage was the average amount of the donor contributions and that relationship was negative.	The study found that there was no linear relationship to winning percentage and money raised. Football is still considered a strong source of driving fundraising, however, having a higher winning percentage in football does not automatically mean that contributions will be higher. This means that there are several variables in fundraising efforts that can impact fundraising, not just wins and losses. Variables

							included fundraising campaigns, major donations for large projects, planned giving programs, endowment funds, and aligning fundraising with tangible items such as tickets for big games. It is important to have high end venues for home games and athletic director's must utilize those venues for fundraising efforts. Study shows that it is not necessarily important to have a winning team in order to raise funds.
Jensen, J. A., Wanless, L., Hedt, K., & Wayland, E. (2020)	Analyzing Big Data in Intercollegiate Athletics: An Application to Athletic	Journal of Issues in Intercollegiate Athletics	The purpose of the study is to better understand the factors that may lead donors to continue or	Quantitative longitudinal study. Data was collected and analyzed to determine if any of the following	Data was collected from 34,057 individuals across 16 years. Athletic donor	Donors are most likely to leave after their initial year. After two subsequent years, donors are far less likely to leave. The first	Focus on donor retention in the first two years. During difficult economic times, concentrate efforts on donors who want to help

	Donor Behavior.		end their time as a donor.	variables impact donor giving to athletics at the Division I level: the economy, the donors living proximity to the university, winning men’s basketball and football programs.	behavior was collected from two universities which were members of the highest tier of NCAA athletics, members of the same conference and located in the Eastern U.S. The survival method was then applied to the data.	two years in a relationship with the college are critical to lasting retention. Results showed that changes in the economy impacted the retention of donors across these two universities. The closer a donor lives to a university, the more likely they are to give to the university. Results show that one win in the annual “March Madness” tournament decreases the probability of a donor ending their time as a financial contributor to the institution.	student-athletes as opposed to donors who want tickets to games. Allocate resources to donors who live closer in proximity to the institution. Fundraising manager at institutions should be mindful that a winning basketball team during the NCAA “March Madness” Tournament may help decrease the probability of a donor leaving.
Kelly, D., & Vamosiu, A. (2020)	Charitable giving to college athletics: The role of brand	Journal of Marketing for Higher Education	The purpose of this study is to analyze the role of the strength of	Survey method. 19 questions. Survey collects	Dependent variable is level of money contribution.	Analysis finds a significant relationship between donors who do attend	Donation campaigns that encourage small donations attract contributions from

	<p>communities in choosing how much to give.</p>		<p>the bonds between all types of donors, the collegiate athletics teams they support and their respective department, as it pertains to the level of charitable contributions to collegiate athletics.</p>	<p>information on the donors. Questions to donors about level of contribution and demographics, age group, gender, alumni? Or former student-athlete? The second part of the survey looks at relationship of the donor to the athletics department and the sports teams they support. Survey pool is sports team donors from 2012-2017 from a medium sized liberal arts college on the West Coast, school</p>	<p>An ordinal logit model is used to look at what informs the level of the donation.</p>	<p>donor events and the amount they contribute. Connection is strongest for alumni. Results show that donors who are presented with a specific need are more likely to donate in a higher bracket. Results showed that donors who attend athletic events regularly are more likely to give at a higher level. Results show that male alumni donors are linked to higher donations relative to female alumni. Former athletes are the second most likely to donate higher amounts.</p>	<p>people who otherwise might not have given. Also, ensuring that donors are aware of team specific needs could encourage higher donations. The study did not find a link between winning record and charitable support of an institution. Noting that, more often than not, a higher education institution does not have a top sports team. The authors suggest that fundraisers should consider former athletes as an important source of donations.</p>
--	--	--	---	---	--	---	--

				participates in a NCAA Div. I West Coast Conference.			
Ko, Y. J., Rhee, Y. C., Walker, M., & Lee, J.H. (2014)	What motivates donors to athletic programs: A new model of donor behavior.	Nonprofit and Voluntary Sector Quarterly	To develop a comprehensive model for athletics donor motives to test dimensions not adequately addressed in prior studies and to develop a scale to measure the motives of donors.	Begins with an extensive literature review to provide background and continued with confirming the factors of measurement scale and the final structural model for donor motivation. The authors then developed a Scale of Athletic Donor Motivation (SADOM) which then resulted in a 25 item survey representing	Population was athletic donors at a NCAA Div. I university. Emailed invitation to an online questionnaire to athletic donors to the university. 7,500 donors contacted. 816 responses received. Average age was 55, 77% of respondents were male. Majority of respondents were white. 75% of the sample respondents had an income over \$75,000.	Results showed that three categories helped identify donor motives including Growth Needs, Relatedness Needs and Existence Needs. Growth Needs includes the concept of philanthropy, vicarious achievement and demonstration of commitment. Relatedness Needs includes affiliation and social interaction. Existence Needs includes power, public recognition, and tangible benefits.	Knowing what influences donors to give can help athletic departments develop strategies to develop and cultivate donors. The created model contributes to fundraisers efforts to understand the motivations of donors. It essentially provides a systematic understanding of donor motivation in college athletics.

				eight donor motivation constructs.			
Martinez, J. M., Stinson, J. L., Kang, M., & Jubenville, C. B. (2010)	Intercollegiate Athletics and Institutional Fundraising: A Meta-Analysis	Sport Marketing Quarterly	Study all available empirical studies conducted between 1976 and 2008 regarding the influence of intercollegiate athletics on individual giving to higher education institutions.	14 studies, from which 75 different effect sizes could be calculated.	Meta-analysis	The results suggest that athletics has a small but significant influence on institutional fundraising.	Invest in understanding the role athletics plays in giving. Athletic success may be a positive influence on both athletic and academic fundraising.
Park, C., Ko, Y. J., Kim, H. Y., Sagas, M., & Eddosary, M. (2016)	Donor motivation in college sport: Does contribution level matter?	Social Behavior and Personality: An international journal	The purpose of the study is to identify and compare motives of low and high contribution donors to athletic programs.	E-mails were analyzed from 484 respondents made up of donors to an NCAA Div. I Football Bowl Subdivision University in the United States.	To measure donor motives the authors used the Scale of Athletic Donor Motivation.	Vicarious achievement and tangible benefits were found to be important motives for both high level and low level donors. Both high level and low level donors were motivated by the growth needs of philanthropy, vicarious achievement, and display of	Understanding donor motivation can be beneficial for college athletic programs. The more reputable and prominent teams are more likely to receive donations when compared to their less successful counterparts. In order to solicit continued donations,

					<p>commitment. Donors believed that their own sense of achievement could be fulfilled through the success of the teams. Display of commitment to athletic programs was a strong motivation for donation. One of the biggest reasons to donate is to support their alma mater and the student-athletes. Tangible benefits were an important motivator for giving. In this study, power and public recognition were not important factors for giving. Display of commitment by the donor to the institution was an important motivating factor</p>	<p>administrators should offer tangible benefits (i.e. – parking passes, special seats, access to amenities). Socialization should be viewed as an important intangible benefit to a donor. Providing social events to high end donors is important.</p>
--	--	--	--	--	--	--

						for both high and low level donors.	
Reynolds, R., Mjelde, J. W., & Bessler, D. A. (2017)	Dynamic relationships among winning in various sports and donations to collegiate athletic departments	Cogent Social Sciences	The purpose of the study is to analyze the relationships among donations to university athletic departments and athletic winning percentages.	Quantitative research. An equation is used to address the questions of relationships among donations and athletic success.	Data from 160 universities over eight years (2004-2011) is used.	Among power 5 conferences, coaches' salaries are positively related to donations. Any relationships between higher donations and winning programs is typically short-lived.	Hiring high profile coaches is associated with increased donations. While winning can impact giving, it is generally short-lived, therefore fundraising efforts needs to be consistent in order to maintain donations. Overall commitment an entire athletic program and not just a single sport increases donations. Donations do not always translate to increased winning.
Roberts, L. W., & Weight, E. A. (2013)	In pursuit of sport sustainability: Fund-raising and the ncaa division I track and field core product	Journal of Applied Sport Management	The purpose of this study is to add to the literature related to Olympic sport sustainability. A dual purpose is to	Quantitative and qualitative research. Online survey to NCAA Division I track and field coaches.	111 NCAA D-I track & field coaches responded to the survey. Quantitative data was analyzed using the Statistical	Most coaches felt fundraising was "very important". Three fundraising strategies identified as important were: maintain communication	Coaches who understand that the importance of demand for sport, fundraising and sustainability have a chance to achieve the most success in fundraising and

			<p>give coaches more information in their effort towards being effective fundraisers. Ultimately, the authors would like to provide a foundation for enhancing the demand for NCAA track & field.</p>		<p>Package for Social Sciences. Qualitative data was independently coded by two researchers.</p>	<p>with donors, maintaining up-to-date contact databases, and writing thank you notes/giving gifts for donations.</p>	<p>sport sustainability. Financial success of a program is an effort that must be taken on by all parties involved in the program including student-athletes, coaches, administrators and the program stakeholders. Coaches are encouraged to look at implementing modifications to the sport that will help increase the demand of the sport by the public. Should help increase the demand of the sport to help sustainability. Drawing interest from different demographics can help expand the audience of the sport.</p>
Shapiro, S.L. (2010)	Does service matter? An examination	Sports Marketing Quarterly	Examine donor perceptions of	502 usable surveys were received and	Survey results, the researchers	Service quality explained a significant	Focus attention on providing a consistent level of

	of donor perceptions of service quality in college athletics.		service quality in college athletics. The study also examined the relationship between service quality and three factors: donor satisfaction, donor longevity and gift amount.	the data was initially analyzed using multiple methods of data analysis.	were able to analyze data using an adapted version of a non-profit service quality instrument, and also a confirmatory factor analysis.	portion of variability in donor satisfaction. However, they did not find significant evidence that service quality impacts donor longevity or gift amount.	service to donors (despite a team's win/loss record) because service quality does impact donor satisfaction.
Shapiro, S. L., & Ridinger, L. L. (2011)	An analysis of donor involvement, gender, and giving in college athletics.	Sport Marketing Quarterly	The purpose of this study is to examine differences between male and female college athletic donors in regards to involvement and demographics .	Quantitative research. Questionnaire was used which consisted of three sections with a total of 19 items.	1,664 donors from three NCAA Div. I universities located in the mountain and south-west regions of the US participated in the study.	Average age for male donors (n=1,286) was 53.5. Majority white, married an annual income above \$100,000. Average age for females (n-360) was 53.9. Average annual donation for females was lower than males. It was found that the majority of female donors in this study came from a middle	The results suggested that many differences existed among male and female donors. Female donors were found to make smaller annual contributions, did not give for a long a period of time, and had lower annual income levels. Age was not a significant difference. Female donors appear to be more emotionally

						income bracket, as opposed to males who came from a higher income bracket.	attached to the college than their male counterparts. Females relate closer to the cause of the athletic program. This opens the door for department fundraisers to create marketing strategies geared towards female donors who want to be involved. In other words, create an opportunity for females to be involved before asking for donations (meet and greet with coaches and athletes, luncheons or special events).
Stinson, J. L. (2017)	Leveraging intercollegiate athletics to support academic giving at ncaa division I institutions.	Journal of Nonprofit & Public Sector Marketing	The purpose of the study is to clarify the relationship between athletic and academic fundraising in	Quantitative research.	Data collected from giving records of 14,308 donors making at least one gift of \$1,000 or	Over the course of 21 years, total giving increased, with athletic donations increasing far more than academic donations.	Athletics play a large role in attracting new donors to an institution. This particular research found it to be important to try and transition

			higher education.		more to a large, public university on the west coast of the US between 1991-2012. Data included number of gifts made, dollar amount, percentage allocated to athletics, percentage allocated to academics. Alumni status was also collected.	Academic giving doubled in the time frame, while athletic giving increased 10-fold. The number of donors making athletic only gifts quadrupled. First-time donors were far more likely to give to athletics over academics.	athletic donors into academic donors (also called split donors). Split donors give more and are retained at a higher level. First-time athletic donors were nearly 10 years younger than first-time academic donors. One of the reasons for athletics attracting first-time donors is the tangible benefit of the donation (tickets, parking, seating at events). Can create a ceiling effect. It's important to cultivate first-time donors into lifetime donors.
Stinson, J. L., & Howard, D. R. (2004)	Scoreboards vs. mortarboards: Major donor behavior and intercollegiate athletics for	Sport Marketing Quarterly	Research the topic of whether or not increased performance of athletic programs	Quantitative analysis; discussion of research questions	Quantitative analysis	In the instance of one large Division I university that increased success in athletics may very positively	The authors also note that providing a donor with a benefit (premium seating, reserved parking, etc.) in response to a donation

	student empowerment		impacts donor giving.			influence donor giving	might impact whether a donation is made to athletics or academics.
Stinson, J. L., & Howard, D. R. (2010)	Intercollegiate athletics as an institutional fundraising tool: An exploratory donor-based view	Journal of Nonprofit & Public Sector Marketing	Seeks to understand how intercollegiate programs influence donor decisions.	65 in-depth interviews with donors	In conjunction with different institutions, donors were sent letters and then interviews were conducted at the donor's home.	Four themes: 1) athletics as a socialization agent; 2) support is commercially-driven; 3) successful cultivation can help to transition donors from commercial to philanthropic giving; 4) institutions may benefit from leveraging the passionate connection donors have to the athletic program.	As donors become more able to give, and as their experience with giving increases, they are more likely to engage in larger philanthropic gifts as opposed to hitting a ceiling of gift giving.
Walker, A. G. (2015)	Division I intercollegiate athletics success and the financial impact on universities	SAGE Open	The purpose of this study is to determine if there is a significant difference in financial support from private	Quantitative research. Data analysis.	Study focused on a 10 year period (2002-2011) using 129 samples at 52 NCAA Division I institutions.	Results displayed a significant increase (nearly double) in overall private contributions when an institution was successful in athletics. It was	The study helps to show a true return on investment for athletic programs in regard to private contributions. The study may help to encourage institutions to

			donations following a year of athletic success.			found that private universities experienced more contributions when successful as compared to public universities that experienced similar success. A difference was not found based on history of athletic success, between the sports of football/basketball and by region.	invest in athletics. It encourages administrators to have a plan in place before success occurs in order to take advantage of potential giving when success occurs.
Wanless, L., & Stinson, J. L. (2020).	A contemporary functional form for ncaa division I fbs contributions: Internal and external considerations.	Journal of Sport Management	The purpose of this study is to develop a list of internal and external factors that explain the difference in Football Bowl Subdivision contributions.	Study has both a qualitative and quantitative phase. On-line and in-person interviews and extensive review of literature. Also looked at data from NCAA Div. I institutions.	In the qualitative phase, 30 interviews (10 athletic development officers, 10 academic researchers, and 10 nonathletic fundraisers). Interviewees ranged from age 35-55 and had 10-	Results showed that fundraising staff size, university total yearly support, culture of giving, and coach/athletic director turnover were identified as potentially important influences on athletic giving. Results showed that variables	Overall university fundraising health has an impact on fundraising capacity. NCAA Sanctions has a negative effect on giving. Fundraising and athletic director/coaching staff turnover can have an impact on fundraising. This research also shows the

					<p>23 years of experience. In the quantitative phase, 93 total NCAA Div. I schools were included in the study</p>	<p>that correlate with positive athletic giving include: football game attendance, the number of athletic department staff, 10-year winning percentage, men's basketball attendance. The results also showed a relationship between total institutional support and athletic contributions.</p>	<p>importance of having the athletic fundraising staff work in unison with the overall university fundraising structure. Collaboration and partnership are important.</p>

