

HUMAN RESOURCES IN

SPORTS

A Managerial Approach

Bonnie Tiell, DSM

Professor of Management
School of Business
Tiffin University
Tiffin, Ohio

with

Kelley Walton, JD, SPHR

Instructor
Department of Sports Administration
Ohio University
Athens, Ohio



JONES & BARTLETT
LEARNING

World Headquarters
Jones & Bartlett Learning
5 Wall Street
Burlington, MA 01803
978-443-5000
info@jblearning.com
www.jblearning.com

Jones & Bartlett Learning books and products are available through most bookstores and online booksellers. To contact Jones & Bartlett Learning directly, call 800-832-0034, fax 978-443-8000, or visit our website, www.jblearning.com.

Substantial discounts on bulk quantities of Jones & Bartlett Learning publications are available to corporations, professional associations, and other qualified organizations. For details and specific discount information, contact the special sales department at Jones & Bartlett Learning via the above contact information or send an email to specialsales@jblearning.com.

Copyright © 2018 by Jones & Bartlett Learning, LLC, an Ascend Learning Company

All rights reserved. No part of the material protected by this copyright may be reproduced or utilized in any form, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without written permission from the copyright owner.

The content, statements, views, and opinions herein are the sole expression of the respective authors and not that of Jones & Bartlett Learning, LLC. Reference herein to any specific commercial product, process, or service by trade name, trademark, manufacturer, or otherwise does not constitute or imply its endorsement or recommendation by Jones & Bartlett Learning, LLC and such reference shall not be used for advertising or product endorsement purposes. All trademarks displayed are the trademarks of the parties noted herein. *Human Resources in Sports: A Managerial Approach* is an independent publication and has not been authorized, sponsored, or otherwise approved by the owners of the trademarks or service marks referenced in this product.

There may be images in this book that feature models; these models do not necessarily endorse, represent, or participate in the activities represented in the images. Any screenshots in this product are for educational and instructive purposes only. Any individuals and scenarios featured in the case studies throughout this product may be real or fictitious, but are used for instructional purposes only.

This publication is designed to provide accurate and authoritative information in regard to the Subject Matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the service of a competent professional person should be sought.

10272-7

Production Credits

VP, Executive Publisher: David D. Cella
Publisher: Cathy L. Esperti
Acquisitions Editor: Sean Fabery
Editorial Assistant: Hannah Dziezanowski
Director of Vendor Management: Amy Rose
Vendor Manager: Juna Abrams
Director of Marketing: Andrea DeFronzo
VP, Manufacturing and Inventory Control:
Therese Connell
Composition: S4Carlisle Publishing Services

Project Management: S4Carlisle Publishing Services
Cover Design: Timothy Dziewit
Director of Rights & Media: Joanna Gallant
Rights & Media Specialist: Robert Boder
Media Development Editor: Shannon Sheehan
Cover Image (Title Page, Part Opener, Chapter Opener):
© Dusit/Shutterstock.
Printing and Binding: LSC Communications
Cover Printing: LSC Communications

To order this product, use ISBN: 9781284102659

Library of Congress Cataloging-in-Publication Data

Name: Tiell, Bonnie, author.
Title: Human resources in sports : a managerial approach / Bonnie Tiell.
Description: First edition. | Burlington, Massachusetts : Jones & Bartlett Learning, 2017. | Includes bibliographical references and index.
Identifiers: LCCN 2017011801 | ISBN 9781284102659 (pbk. : alk. paper)
Subjects: LCSH: Sports administration. | Personnel management.
Classification: LCC GV713 .T58 2017 | DDC 796.06/9--dc23 LC record available at <https://lccn.loc.gov/2017011801>

6048

Printed in the United States of America
21 20 19 18 17 10 9 8 7 6 5 4 3 2 1



This textbook is dedicated to my brother, Dr. West Hamryka. No words can express the depth of my gratitude for your selfless and unconditional support that positively transformed the life of a young adult . . . maybe this dedication will scratch the surface.

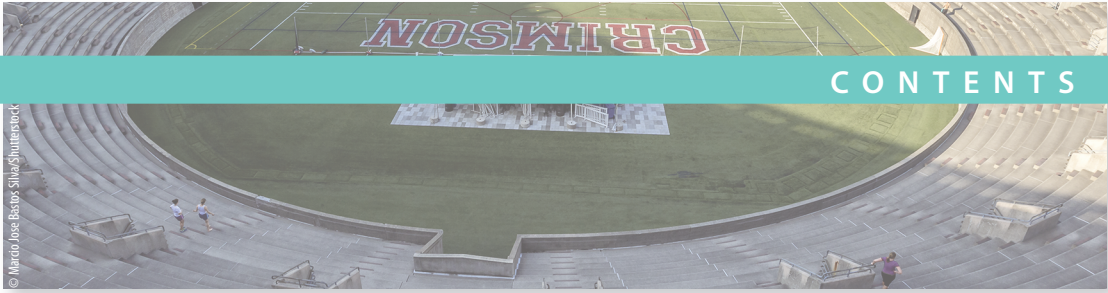
BT



BRIEF CONTENTS

PHASE I	Preseason Planning	1
CHAPTER 1	X's and O's: Strategic Human Resource Planning in Sports Organizations	5
CHAPTER 2	Playing by the Rules: Employment Law and Compliance in Sports Organizations	47
CHAPTER 3	Hard Knocks: Negotiations in the Sports Industry	83
CHAPTER 4	Show Me the Money: Compensation and Benefits Administration in Sports	117
PHASE II	Pre-Game Staffing: Line-Ups and Match-Ups	153
CHAPTER 5	Roster Changes: Preparing for Vacancies in Sports Organizations	155
CHAPTER 6	The Grind: Recruiting in Sports Organizations	189
CHAPTER 7	Blue Chippers and Bench Warmers: Screening and Selecting Employees in Sports Organizations	221

PHASE III	Game Time: Executing a Winning Performance	253
CHAPTER 8	Practice Makes Perfect: Training and Development in Sports Organizations	257
CHAPTER 9	Game Changers: Staff Supervision and Leadership	291
CHAPTER 10	Clutch Play: Motivation and Performance Management in Sports Organizations	327
CHAPTER 11	Time Out: Performance Counseling and Conflict Resolution in Sports Organizations	361
PHASE IV	Post-Game Extras: Preparation Never Ceases	397
CHAPTER 12	A Must-Win Ballgame: Diversity and Inclusion in Sports Organizations	401
CHAPTER 13	The Final Huddle: Selected Workplace Issues	435
CHAPTER 14	Eying the Future: Professional Development and Career Trends in Sports	471



Foreword xvii

Preface xxi

About the Authors xxv

Acknowledgments xxvii

Reviewers xxix

PHASE I	Preseason Planning	1
	Preface	1
	The Key to Success Is Planning, and the Key to Planning Is Anticipation	1
	References	4
CHAPTER 1	X's and O's: Strategic Human Resource Planning in Sports Organizations	5
	Learning Outcomes	6
	Key Terms	6
	Lead-Off	6
	The Field of Human Resources	8
	Linking Human Resource Planning to Organizational Planning	14
	Strategic Planning Process	15
	Recap	34

	Discussion Questions	37
	Applied Activities	38
	Case Study: Strategic Human Resource Planning for World Rowing Championships	39
	References	44
CHAPTER 2	Playing by the Rules: Employment Law and Compliance in Sports Organizations	47
	Learning Outcomes	48
	Key Terms	48
	Lead-Off	48
	Foundations of Employment Law	49
	Employment Discrimination and the Law	55
	Selected Laws of the U.S. Department of Labor	64
	Recap	71
	Discussion Questions	73
	Applied Activities	74
	Case Study: Legal Implication of Northwestern Football Team's Union Attempt	74
	References	78
CHAPTER 3	Hard Knocks: Negotiations in the Sports Industry	83
	Learning Outcomes	84
	Key Terms	84
	Lead-Off	84
	Negotiations	86
	Negotiating Employment Agreements	93
	Negotiating Vendor Agreements	99
	Negotiations and Labor Relations in Sports	102
	Recap	108
	Discussion Questions	110

	Applied Activities	110
	Case Study: Cross-Cultural Negotiations in Japan Sports Turf Market	112
	References	114
CHAPTER 4	Show Me the Money: Compensation and Benefits Administration in Sports	117
	Learning Outcomes	118
	Key Terms	118
	Lead-Off	118
	Wages	120
	Benefits	127
	Administering Payroll and Benefits	141
	Recap	143
	Discussion Questions	146
	Applied Activities	146
	Case Study: Compensation Strategy in Action	147
	References	148
PHASE II	Pre-Game Staffing: Line-Ups and Match-Ups	153
	Preface	153
	Preparation Never Ceases	153
CHAPTER 5	Roster Changes: Preparing for Vacancies in Sports Organizations	155
	Learning Outcomes	155
	Key Terms	156
	Lead-Off	156
	Analytics in Sports Organizations	158
	Predicting Vacancies	162
	Recruitment Plans	173
	Search Committees	178

	Recap	181
	Discussion Questions	183
	Applied Activities	183
	Case Study: Increasing Staff at Forest Grove Parks and Recreation	184
	References	186
CHAPTER 6	The Grind: Recruiting in Sports Organizations	189
	Learning Outcomes	189
	Key Terms	190
	Lead-Off	190
	Recruitment	191
	Internal Versus External Candidates	192
	Managing Applicants	202
	Materials Review	208
	Recruiting Volunteers	210
	Recap	212
	Discussion Questions	215
	Applied Activities	215
	Case Study: Recruiting Talent for the MLB Cleveland Indians Business Operations	215
	References	218
CHAPTER 7	Blue Chippers and Bench Warmers: Screening and Selecting Employees in Sports Organizations	221
	Learning Objectives	221
	Key Terms	222
	Lead-Off	222
	Interviews	223
	Considerations in Arranging Interviews	227
	Anatomy of an Interview	229
	Interview Questions	230

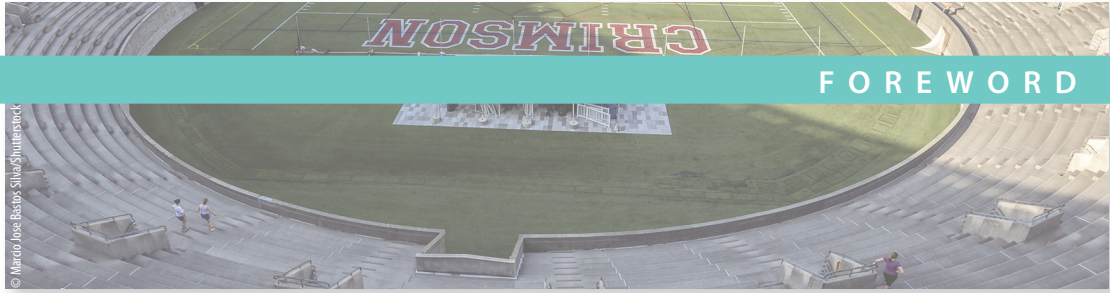
Evaluating Interviews	233
Additional Screening Tools	237
Selecting Candidates	243
Recap	245
Discussion Questions	247
Applied Activities	248
Case Study: Screening and Selection in The Ohio State University Intercollegiate Athletic Department	248
References	250
PHASE III Game Time: Executing a Winning Performance	253
Preface	253
Losing Is Not an Option	253
Reference	255
CHAPTER 8 Practice Makes Perfect: Training and Development in Sports Organizations	257
Learning Outcomes	258
Key Terms	258
Lead-Off	258
General Classifications of Training	259
Types of Training	262
Training Methods	271
Designing Training	278
Recap	284
Discussion Questions	286
Applied Activities	286
Case Study: Training Program Drives Results in a Romanian Adidas Store	287
References	288

CHAPTER 9	Game Changers: Staff Supervision and Leadership	291
	Learning Outcomes	291
	Key Terms	292
	Lead-Off	292
	Leadership	293
	Management	300
	Managerial Roles	306
	Management in Practice	309
	Recap	313
	Discussion Questions	316
	Applied Activities	316
	Case Study: Gabriela Szabo—A Lesson in Global Sports, Leadership, and Politics	321
	References	323
CHAPTER 10	Clutch Play: Motivation and Performance Management in Sports Organizations	327
	Learning Outcomes	327
	Key Terms	328
	Lead-Off	328
	Motivation	328
	Performance Management	335
	Performance Appraisals	338
	Administering Performance Appraisals	351
	Recap	353
	Discussion Questions	355
	Applied Activities	355
	Case Study: Employee Motivation and Performance Management at Holloway Sportswear	355
	References	358

CHAPTER 11	Time Out: Performance Counseling and Conflict Resolution in Sports Organizations	361
	Learning Outcomes	361
	Key Terms	362
	Lead-Off	362
	Employee Behavior	364
	Conflict	372
	Performance Counseling	375
	Discipline	380
	Terminating Employees	385
	Recap	387
	Discussion Questions	389
	Applied Activities	389
	Case Study: Alcoholism as a Disability Challenges Supervisory Discipline in Sports Arena	390
	References	392
PHASE IV	Post-Game Extras: Preparation Never Ceases	397
	Preface	397
	Never Stop Learning	397
	References	399
CHAPTER 12	A Must-Win Ballgame: Diversity and Inclusion in Sports Organizations	401
	Learning Outcomes	402
	Key Terms	402
	Lead-Off	402
	Diversity	406
	Strategies to Increase Diversity in Sports Organizations	410
	Inclusion	418

	Recap	424
	Discussion Questions	426
	Applied Activities	427
	Case Study: The Transgender/Intersex Strength and Conditioning Coach	427
	References	431
CHAPTER 13	The Final Huddle: Selected Workplace Issues	435
	Learning Outcomes	435
	Key Terms	436
	Lead-Off	436
	Work–Life Balance	436
	Burnout	445
	Ethical Conduct	447
	Harassment	451
	Recap	460
	Discussion Questions	462
	Applied Activities	462
	Case Study: Ethical Conduct in Sports Organizations: The Good, the Bad, and the Ugly	462
	References	466
CHAPTER 14	Eying the Future: Professional Development and Career Trends in Sports	471
	Learning Outcomes	471
	Key Terms	472
	Lead-Off	472
	Professional Development	473
	Career Stages in the Sports Industry	481
	Trends in Sports Occupations	491
	Trends in Career Preparation for Sports Occupations	494
	Recap	500

Discussion Questions	502
Applied Activities	502
Case Study: Agents and Agencies Focus on Servicing Niche Markets in Adapting to Trends Impacting Sports	503
References	505
Glossary	511
Index	529



FOREWORD

My contributions to this text in an advisory capacity are based on more than a decade of experience in the sport industry. Seven of those years were spent working as the director of human resources for the Columbus Blue Jackets, a member club of the National Hockey League (NHL). It has been a phenomenal journey to lend my practitioner-based expertise to an accomplished scholar and former athletic administrator.

When I joined the Blue Jackets organization in 2000 as a law clerk, the team was beginning its first season as an expansion franchise. After passing the Ohio Bar Exam, I served as the Legal/Immigration Associate until 2003 when I made the move from the legal department to creating and overseeing the human resources department. My duties early on included overseeing immigration efforts and workers' compensation administration, in addition to assisting the general counsel, chief financial officer, and controller with sponsor contracts, lease agreements, insurance plans, 401(k) arrangements, and various legal issues. With more than 150 full-time and 300 part-time employees between the Blue Jackets and the arena management company, it was apparent the NHL team was in need of a centralized place to manage human resource-related functions. In 2003, the team president, general counsel, and executive staff agreed to establish a human resources department, and I was appointed as the director.

Over the next 7 years, the department hired a staff; developed, reviewed, and updated policies; and provided a centralized unit that supported the operations of both its leaders and employees. The newly established department offered direct guidance to administrators to assist with recruiting efforts, annual performance appraisals, and occasional disciplinary action. The department also engaged in activities supporting the Blue Jackets' general employees, such as benefits administration, retirement-planning assistance, and programming for career development. This textbook addresses

many of the routine and non-routine responsibilities and tasks that I supervised or performed during my time as director of human resources for the NHL Blue Jackets.

I did not meet the author of this text until a number of years after I left the Blue Jackets organization. Her oldest daughter, who was enrolled in one of my courses at a small, private university in Columbus, Ohio, expressed that the two of us were very like-minded in our approach to teaching, working with students, and discussing the business side of sports. Before long, the three of us met at a coffee shop, and almost immediately, Dr. Tiell and I were commiserating about the fact that every textbook related to sports and human resources was either outdated or from a publisher outside the United States. In less than a half hour, we decided we could “build a better mousetrap” and began to outline the chapters of a text that could be an industry market leader for sports educators in higher education. The rest of the story, as they say, is history! Over the 4½ years since that initial meeting, Dr. Tiell has devoted an enormous amount of time and energy to research and writing this textbook, while my role morphed into primarily being a supportive colleague and sounding board. My main writing contribution can be found in the chapters related to employment law in sports and compensation and benefits.

Dr. Tiell masterfully presents a logical and practical overview of human resource processes, responsibilities, and trends applied to a diverse sports industry and a diverse workforce. The scope of this text is beneficial both for workers in a large, professional sports franchise employing an autonomous, fully functioning human resource department, such as the Columbus Blue Jackets, and for a manager of a small public golf course or fitness facility tasked with hiring workers and administering weekly paychecks. Dr. Tiell writes a well-documented, managerial-focused, and applied textbook that should engage future and current practitioners in all sectors of sports while facilitating a greater appreciation of human resources as the most valuable asset of an organization.

It is no secret that many sports organizations today are similar to the early days of the Columbus Blue Jackets in that they can operate without a separate human resource department or, like many organizations, with a very small human resources department. The focus of *Human Resources in Sports: A Managerial Approach* is thus to provide general human resource-related foundational material for managers and supervisors in organizations operating without any dedicated human resource personnel. Although some individuals who use this text might someday have a

career focus in human resources, most will not. Instead, they will go on to work in sports organizations in sales, marketing, or operations and will use foundational human resource knowledge as a supervisor and not as a human resource professional.

The information in *Human Resources in Sports: A Managerial Approach* is well-organized and well-documented, but—most importantly—it accurately reflects the nuances of human resource activities apparent in a majority of sports organizations operating in the United States. Students and practitioners will enjoy the examples of human resource activities in action while appreciating the availability of templates and sample documents used in sports organizations such as the Columbus Blue Jackets. Finally, readers will appreciate the information in each chapter's Global Spotlight, which portrays the human resource functions and roles of leaders and personnel working in sports organizations around the world.

I am proud and privileged to lend my expertise to the lead author, a well-respected colleague who shares a passion for embracing best practices for human resources in all sports businesses. Dr. Tiell has written an extraordinary textbook that truly addresses a managerial approach to human resources in the sports industry. The journey to this point has forged an incredible friendship and appreciation for perseverance, value-added relationships, and like-mindedness in the vocation of teaching.

Kelly Walton



PREFACE

Human Resources in Sports: A Managerial Approach uses a practitioner approach to address human resource practices and trends in an industry that includes a dissimilar workforce composed of full-time, part-time, seasonal, and volunteer labor. This text presents practical applications to assist industry professionals and future practitioners to navigate through the field of sports supervision while remaining cognizant of the antecedents and consequences of policies and procedures guiding business decisions and employment practices.

Section I of the text is designed to emphasize foundational knowledge for human resource practices, setting the stage for presenting a practitioner approach to staffing (Section II), supervision (Section III), and addressing selected workplace issues as well as industry trends (Section IV). No previous text has included the depth of practical applications of human resource tools and activities originating from real professionals with real experience in the field. The infusion of information from sports organizations around the world adds a global perspective while building on the universal theme of a managerial approach to human resource practices.

The field of human resources is very strategic. The diverse nature of the sports industry doesn't allow for standard processes and procedures in human resource functions. This text is written from the perspective of knowing that most sports organizations do not have the luxury of a fully functioning human resource department. The intent is to equip managers and supervisors in sports organizations with practical tools when having to assume roles involving human resource activities, such as hiring personnel, designing a compensation system, or negotiating a third-party vendor contract for payroll services. It addresses foundational knowledge for staffing and supervision while examining current trends and issues impacting human resources in sports organizations and preparation activities for practitioners.

Organized in 14 chapters spanning four sections, the textbook takes the reader on a journey of human resource preparatory activities, operational functions, and issues and trends that apply specifically to the sports industry in the United States and around the world. Audiences will appreciate the best practices and real-life sports applications that span the pages of each chapter, all of which culminate with a Case Study and a Global Spotlight. In addition to the samples of documents and forms used for human resource activities in sports organizations, the following features are included in every chapter:

- The **Industry Voice** feature opens each chapter with a quote from a professional working in the field.
- **Learning Outcomes** help readers guide and focus their study.
- **Key Terms** are listed at the beginning of the chapter and are presented in boldface type the first time they are used. Definitions can be found in the end-of-text Glossary.
- The **Lead-Off** section at the beginning of each chapter offers a preview of the material that will be presented.
- **Action Shot** boxed features provide applied scenarios and information.
- The **Global Spotlight** boxed feature highlights human resource issues in sports organizations around the world.
- The **Recap** section at the end of each chapter summarizes its contents.
- **Discussion Questions** encourage readers to debate topics relevant to the chapter with their peers.
- **Applied Activities** suggest exercises that allow readers to apply what has been learned in the chapter.
- The **Case Study** at the end of each chapter encourages readers to immerse themselves in a true-to-life scenario highlighting concepts presented in the text.

In addition to serving as a resource for practitioners in the field who engage in human resource activities, this book is written for upper-level undergraduate and graduate students pursuing a degree in sports and recreation management, sports administration, coaching, physical education, sports business, recreation and leisure, and other, similar areas. The presented information aligns with several domains of recommended sports management curriculum, including management principles, leadership, governance, sports ethics, and legal aspects.

The advantage of working with Kelley Walton, J.D., a former human resource practitioner in the NHL, is that it lends credibility to the applied

nature of this textbook. It has been an incredible experience to author a textbook with a scholar, advisor, legal counsel, and friend who shares a passion for teaching and impacting lives of future sport management professionals. The primary advice for any and every one preparing to or already working in the industry is to make “productivity” a habit and simply strive to be productive—every day.

Bonnie Tiell



Dr. Bonnie Tiell, Professor of Management at Tiffin University and a national faculty member of the U.S. Sports Academy, has been recognized for her contributions to intercollegiate athletics administration and global sports. She coordinates the Olympic Academic Experience (2004 Athens, 2008 Beijing, 2012 London, 2016 Rio, and 2020 Tokyo) and works with members of the World Olympians Association to supervise educational programs and a humanitarian project in conjunction with the Olympic Games. She has presented research, taught, or collaborated on sports projects on five continents and has authored dozens of manuscripts. She is a co-founder of the Women's Leadership Symposium (WLS), an educational program sponsored by the National Collegiate Athletic Association (NCAA) and Women Leaders in College Sports to attract, retain, and advance females in intercollegiate athletics.

At Tiffin University, Tiell has served as dean of graduate education, NCAA faculty athletic representative, MBA chairperson, senior woman administrator, assistant athletic director, and head coach for volleyball, softball (national qualifier 1993), and tennis (national qualifier 2003). She earned a Bachelor of Education from Troy University, a Masters in Sport Administration from the University of North Carolina–Chapel Hill, and a Doctorate in Sport Management and Human Resources from the U.S. Sports Academy, where she was recognized as the 2014 Alumnus of Year. Recognized twice for the Region 4 Excellence in Teaching Award through the Accreditation Council for Business Schools and Programs (2008 and 2016), Tiell is also a member of the Tiffin University Athletic Hall of Fame and recipient of the 2013 NCAA II Great Lakes Intercollegiate Athletics Conference (GLIAC) Donahue Service Award. In 2016, she was named Woman of the Year in Sports on behalf of the Cleveland Chapter of Women in Sports and Events (WISE). She has taught for the Tiffin University executive MBA program in Bucharest, Romania, and on behalf of the U.S. Sports Academy, she was

the lead faculty for the 2017 International Sport Management Certification Program in Bangkok, Thailand.

Tiell and her husband (Greg) reside in Tiffin, Ohio, where she operates Tiell Total Sports, LLC, and contributes a monthly sports column for *The Advertiser-Tribune* newspaper. Their two daughters, Kim and Katie, currently reside in Atlanta, Georgia, and Boca Raton, Florida.

Kelley Walton, JD, SPHR, is a part-time instructor in the Department of Sports Administration at Ohio University. She is also an attorney and consultant specializing in career counseling and human resources in the sports industry. Walton also teaches as an adjunct instructor/lecturer at the Fisher College of Business at The Ohio State University, Capital University, and Ohio Dominican University. Prior to working in academics, she was the director of human resources for the Columbus Blue Jackets (NHL). She has a bachelor's degree from Eastern Michigan University and a Juris Doctor from Capital University Law School. She is certified as a Senior Professional in Human Resources. *Primarily serving in an advisory role, Walton is considered a contributing author to Human Resources in Sports: A Managerial Approach.*



To my exceptional daughters and supportive husband: First, thank you to my oldest daughter, Kimberly Elise, for connecting me to one of her college professors and being part of the first conversation that led to this textbook. Thank you to my youngest daughter, Katie Michelle, whose determination and spunk remind me that every day is an opportunity to shine like the sun. Thank you to my husband, Greg, for being my ground force and home base, no matter where my professional aspirations take me across the United States or around the world.

To Kelley Walton, JD: Your credibility and connections in the industry and belief in the value of this project cannot be overstated.

To the sports industry experts contributing to the contents of this text: Thank you to everyone who was interviewed and featured in an Industry Voice, Action Shot, Global Spotlight, or Case Study feature. Thank you also to the sports experts not mentioned in this text who were part of a focus group or an individual interview, namely Janet Kuieter, Kyle Chones, Laurie Massa, Miechelle Willis, Rhonda Curry, Mark Galuska, Ryan Leitenberger, and Amitoj Garg. Finally, I wish to acknowledge my professional colleagues and friends throughout the sports industry who work hard every day to make the industry great for others.

To the production and editing team: Thank you to everyone who played a role in editing and producing this textbook, including the staff at Jones and Bartlett Learning and S4 Carlisle Production Services. Thank you to my personal team of editorial assistants: Kelley Walton, JD; Dr. John Millar; Matt Procopio; and Matthew Baker.

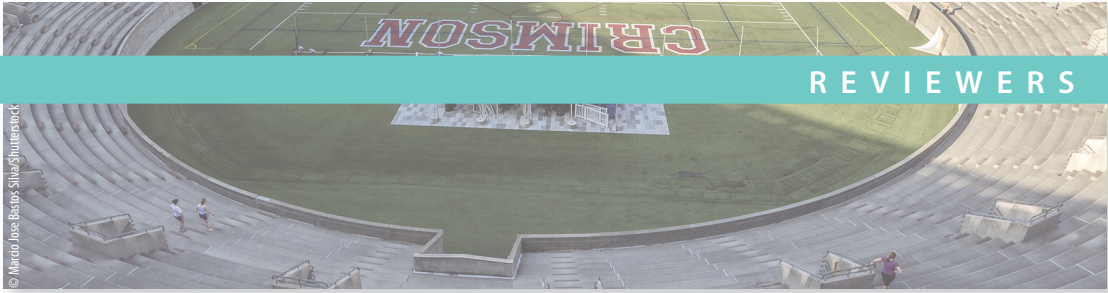
To my Tiffin University family and personal friends: My list of green and gold allies runs deep, and I am blessed to work at a supportive, entrepreneurial institution. I am especially grateful to my jogging colleagues, walking pal, golf partner, tennis adversary, and all who listened, learned,

xxviii Acknowledgments

and appreciated the process. Thank you to anyone not mentioned who supported my efforts or shaped the contents of this text.

May all who read this textbook be challenged to make productivity a daily habit!

BE PRODUCTIVE! — Every Day!



Corinne Farneti, PhD
Assistant Professor
Mount St. Mary's University
Emmitsburg, MD

Michael A. Odio, PhD
Assistant Professor
University of Cincinnati
Cincinnati, OH

Sungick Min, PhD
Assistant Professor
State University of New York at Fredonia
Fredonia, NY

Anthony F. Patterson, PhD
Assistant Professor
North Carolina Central University
Durham, NC

