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Enhancing Fan Engagement in Medium-Sized University Athletics: A Case Study of The
University of Tennessee at Chattanooga

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Departmental Honors Thesis
The University of Tennessee at Chattanooga
Rollins College of Business: BSBA in Management

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Abstract

The purpose of this study is to explore how medium-sized universities, specifically the University of Tennessee at Chattanooga (UTC), can mimic the successful fan engagement strategies of other universities to build a sustainable and engaged fan base. This study analyzes previous research into the factors that contribute to fan engagement, including the segmentation of attendees into fans or spectators, and compares financial records of selected peer institutions. Peer institutions were contacted in an effort to gain insights from their marketing departments. A randomized survey of the current student population was conducted to analyze what factors motivate athletic event attendance. The study finds that a large number of students that were surveyed responded that they do not attend UTC athletic events, a considerable amount of students who do attend athletic events show signs of spectatorship, and the UTC athletic department generates more revenue compared to in-conference peer institutions. Based on these findings, I offer recommendations to the UTC administration and athletic department that are aimed at increasing fan engagement and resolve student concerns expressed in the survey through the creation of new traditions, increasing fan identification among current students, enhancing fan and spectator engagement, and development of a brand ambassadorship program.

I. Introduction

College sports are ever-changing in the 21st century. For the past decades, large public universities have controlled the college athletics market with consistent, highly attended, athletic events ranging from basketball and football to volleyball and soccer (Fiutak, 2023). Year after year, universities that have high attendance accumulate millions of dollars that are, in turn, reinvested into the athletic departments. This continued cycle is what makes an athletic program incredibly successful. The playing field is however not even; that is, many smaller universities struggle with fan attendance and budgets as compared to the larger and more well-known universities. The question at hand is thus, “can a smaller university mimic the successful fan engagement strategies of other schools for an engaged fan base?”. Specifically, a “large” university is defined as one with over 15,000 enrolled students, and a “small” university as one with less than 5,000 (Nelson, 2023). For this research, the focus is on medium-sized universities with student populations ranging between 5,000 and 15,000. Medium-sized universities are continually financially outperformed in every sports aspect, except for a select few that have cemented themselves in their respective sport (e.g., Gonzaga basketball) according to Knight-Newhouse College Athletics Database (Knight Commission, n.d.). This separation puts many universities at a loss for years because a majority of college sports fans follow other larger universities. This research specifically will be utilizing The University of Tennessee at Chattanooga as the focus university.

This current investigative study establishes that The University of Tennessee at Chattanooga (UTC) faces challenges in fostering strong connections with both its student body and the surrounding city of Chattanooga. As a city-based university, UTC has the potential to

draw fans from both the student body and the surrounding community. However, unlike other notable university-city relationships, such as those seen fostered between Western Carolina University and Cullowhee, North Carolina, and Auburn University and Auburn, Alabama, the relationship between UTC and Chattanooga appears to be lacking a strong connection. With this in mind, this current research-informed project infers that the relationship may not meet expectations or may be absent altogether. These expectations include, but are not limited to the amount of consistent engagement between the university and the local community, the activation of the current student body and alumni, as well as solidified marketing strategies towards promoting athletics. This research aims to illuminate explicitly which expectations are needed to build a sustainable fan base and contribute to a sense of pride and identity within the city of Chattanooga, TN.

This project marries prior research with real-world applications to uncover the ways in which athletic engagement at medium-sized universities can rise to the standards of large universities. Several related streams of investigative inquiry were undertaken. First, a review of existing fan engagement research is summarized and then an analysis of sports-related revenue and expenses of relevant universities is presented. Fan attendance numbers of these universities are also presented. In addition, peer universities were contacted in an effort to gain insights from their marketing departments. The fourth stream of inquiry was primary research conducted through a series of randomized interviews with current students attending The University of Tennessee at Chattanooga.

II. Literature Review and Background Analyses Existing Research & Fan Motivators

College athletics attracts a diverse range of spectators motivated by a multitude of factors. The investigation into the motivational factors driving attendance at college athletic events has been the subject of numerous prior research efforts. Brokaw et al. (2006) suggest that among these motivators, team familiarity stands out as a primary influencer for attendance at college athletic events. Team familiarity is a type of fan motivator, and it is important to understand that fans and spectators are not locked into their classifications. The transition from spectator to fan is often characterized by a growing appreciation for the intricacies of the game and a potential for personal connection to the sport through participation (Brokaw, et al, 2006). Preceding motivators of fan engagement also include affiliation to the college and connection or preference for a specific sport. While these terms are broad, the importance of each is built upon in prior research. The importance of understanding what motivates attendees to go to athletic events greatly helps the athletic department develop a more effective strategy in motivating participation, which in turn increases game attendance, merchandise sales, and media consumption (Fisher & Wakefield, 1998).

Fan Identification

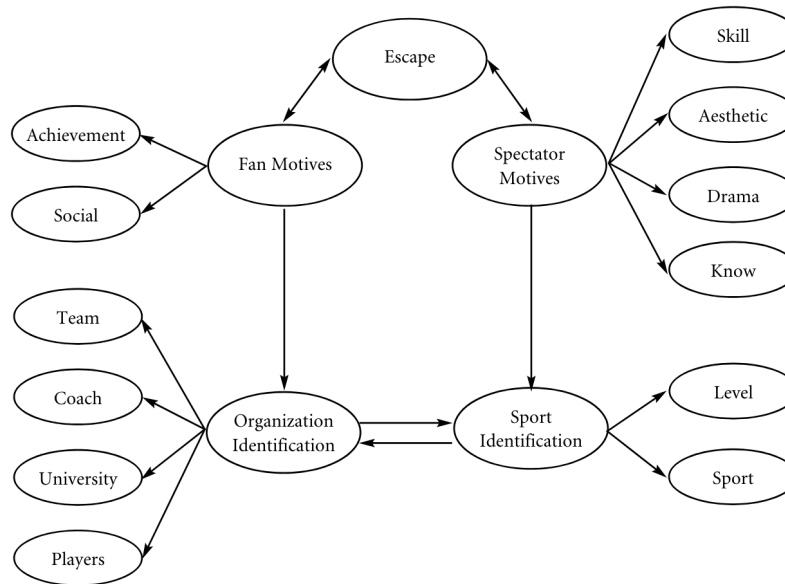
Fan identification is considered a key determinant of attendance behavior (Brokaw et al., 2006). Studies have shown a positive correlation between a strong identification with a team and its players, and increased attendance at sporting events (Wann and Branscombe, 1993). Fan identification is the emotional involvement and personal connection that fans often feel between themselves and a particular player or team (Brokaw et al, 2006). The emotional connection that develops motivates fans and increases their overall attendance (Brokaw, et al, 2006). This

emotional connection often transcends the boundaries of rationality, intertwining with fans' sense of identity and belonging. It is not merely about watching a game; it's about sharing in the triumphs and tribulations of the team, feeling a part of something larger than oneself. Fans invest not just their time and money, but also their emotions into the team's success. With this being known, one can infer that students, community members, and alumni who have a strong personal connection, an experience that brings individuals together by emphasizing their shared humanity, fostering empathy, understanding, and connection, with teams or student-athletes are more likely and more motivated to participate because it evokes a higher level of emotional attachment and identification.

Spectator Motivation

Segmenting the athletic event audience is crucial for athletic departments as it informs the development of targeted marketing strategies (Sedky et al., 2022). As discussed in the earlier research, there are two classifications for individuals who attend events: fans and spectators. Depending on the type of attendees that athletic departments want at their events determines the strategy they take in motivating their attendance. Spectators are observers who attend athletic events without having developed a strong psychological attachment to the team, players, or coach (Woo, et al, 2009). Spectators are motivated by the skill of the players, the aesthetic of the sport and field of play, the drama of the sport, and the desire to be integrated into the sport (Woo, et al, 2009).

Model I: Fan and Spectator Motives



To visually represent the different motivating factors for fans and spectators, Boyun Woo and their contributors created a model in the journal article, “Testing Models of Motives and Points of Attachment among Spectators in College Football.” For this research, the model will be referred to as *Model I* instead of Model D for ease of understanding. *Model I* is split into two sides: fans and spectator motives. While both fans and spectators might be motivated by a desire to escape routine (i.e., work, school, etc.), defined as seeking a temporary relief from daily responsibilities and stress, *Model I* suggests their motivations diverge in key aspects.

When referring to the fan motivation side, fans are motivated by the vicarious achievement of the team (i.e., win-loss record) and the social interaction gained by attending sporting events. Fan motivation is also influenced by the organization identification which is broken down into multiple subsets. These subsets are identification with the team, coach, the university, and/or players.

On the spectator side, spectators are motivated by the skill of the players, the aesthetic qualities of the game, the drama of the sport, and the desire to be in the know (Woo et al., 2009). Spectator motivation is also influenced by sport identification, which has two subsets: the level of sport being played and the sport itself.

Traditions

When discussing the nature of college athletics, traditions are brought up in the conversations a majority of the time. Traditions across the collegiate landscape is what makes college sports unique and what defines fan bases across the country. Traditions are essential to the survival of a fanbase (Foster & Hyatt, 2008). Establishing traditions can either be deliberate or they can emerge naturally through fan interactions. For this study, the importance and process of establishing traditions is the main focus.

The establishment of traditions begins with the identification or creation of the rituals or symbols that define them. The effectiveness of these traditions depends on how well they draw upon and reference the relevant cultural factors (Foster & Hyatt, 2008). The relevant cultural factors that contribute to traditions can be identified as a shared historic past that fans can easily understand and identify to. Creating recurring rituals that pay tribute to and highlight current symbols stirs up strong feelings rooted in a university's history.

Creating new traditions can come in different forms. For example, in Hungenberg & Mayer Jr (2019), the study identified that Portland State encourages its football head coach to interact with fans after home victories at the local bars or restaurants, and picks up the tab up to a certain amount. This strategy helps the university's athletics department establish a connection

with the fan base, promoting team identification, which is a fan motive according to *Model I*, by making it a tradition for the football head coach to engage with the fans..

Monetary Constraints

Monetary constraints have the potential to decrease or even halt the growth of university athletic departments. Adequate funding can provide athletic departments with the opportunity to fill specific roles aimed at promoting and appealing to surrounding communities, thereby increasing attendance and generating more revenues for the athletic department. In the case of UTC, the university enjoys a financial advantage compared to its in-conference peer institutions based on financial records from the 2022 season. According to Figures 1-B, 2-B, and 4-B, UTC generates revenues that are \$4.65 million more than Western Carolina University and \$2.62 million more than the University of North Carolina at Greensboro.

To ensure the continued success of university athletic programs, it's imperative to consider both financial stability and attendance. While various factors influence attendance at major athletic events such as football and basketball games, including win-loss records, conflicting schedules, weather conditions, and team familiarity, the athletic department can exert control over its marketing strategies to attract fans. Despite the accessibility of live sports in today's era, strategic efforts remain crucial. This analysis focuses on Appalachian State University, Auburn University, the University of Dayton, Gonzaga University, James Madison University, the University of North Carolina at Greensboro, and Western Carolina University.

To justify the selection of these institutions as peer comparisons, this study categorized them into distinct groups. Firstly, there are the outliers, which include Auburn University and Gonzaga University. Both boast exceptionally high levels of fan attendance, with Auburn renowned for its football program and Gonzaga and Dayton for its basketball. These outliers serve as valuable benchmarks, illustrating the upper limits of a program's success.

The next group comprises institutions with realistic possibilities for UTC, notably Appalachian State University and James Madison University. These institutions share similar

student demographics, boast high attendance for their football programs, and have successfully transitioned from the NCAA Division I Football Championship Subdivision (FCS) to the Football Bowl Subdivision(FBS) in recent years. These institutions offer valuable insights into the potential trajectory of programs ascending from lower to higher divisions.

Lastly, there are in-conference comparisons with UTC, represented by The University of North Carolina at Greensboro (UNCG) and Western Carolina University (WCU), both belonging to the Southern Conference. While these institutions have some similarities, notable differences exist between them. UNCG does not have a football program, unlike WCU and UTC. Additionally, their student populations vary significantly, with WCU having almost half the number of students as UNCG and a similar amount as compared to UTC.

A note for the reader, the presented figures will not have information for Gonzaga University or University of Dayton since both are private institutions. The information in the figures was acquired from the Knight-Newhouse College Athletics Database.

Figure 1-A: UTC Expenses

The University of Tennessee at Chattanooga – 2022

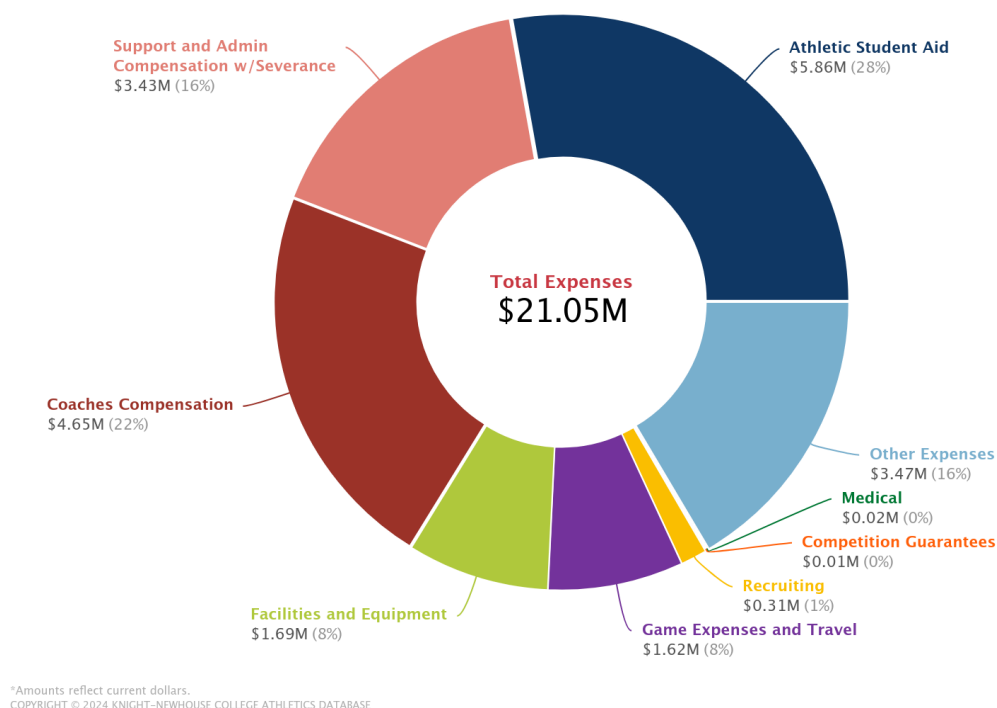


Figure 1-A shows the expenses for UTC in the year 2022. The three main expenses are coaches compensations, athletic-student aid, and support and admin compensations including severance. All three of these expenses are 66% of the entire budget.

Figure 1-B: UTC Revenues

The University of Tennessee at Chattanooga – 2022

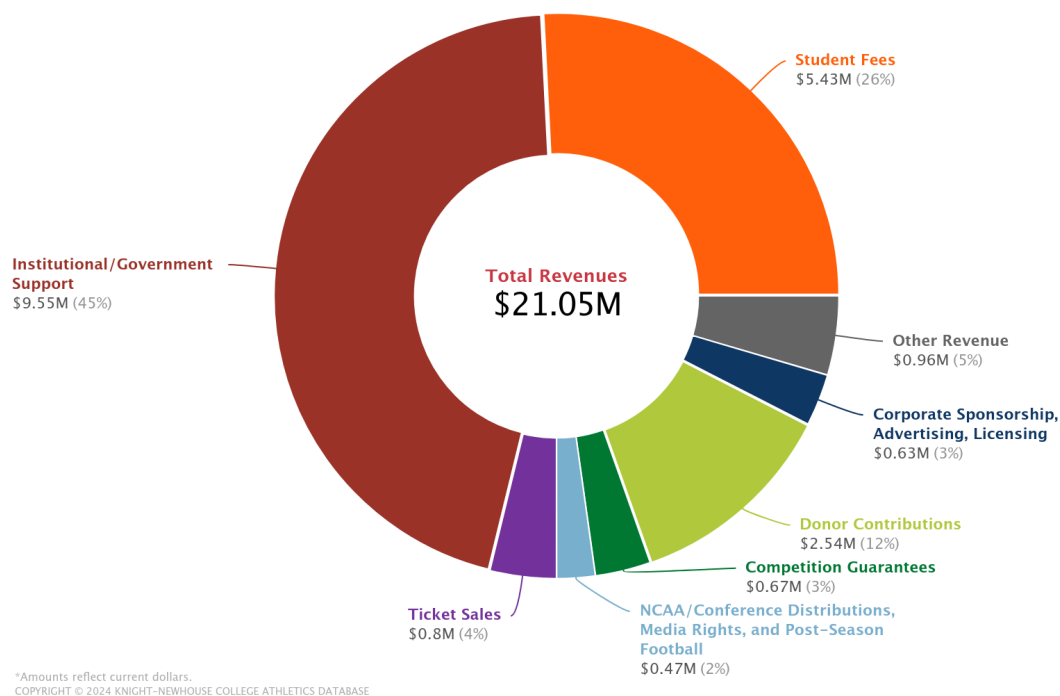


Figure 1-B shows the amount of revenue UTC generated in the year 2022. A major finding from the figure is that over 75% of the overall revenues come from Institutional/Government Support and Student Fees, which is over \$15.67 million.

Figure 2-A: WCU Expenses

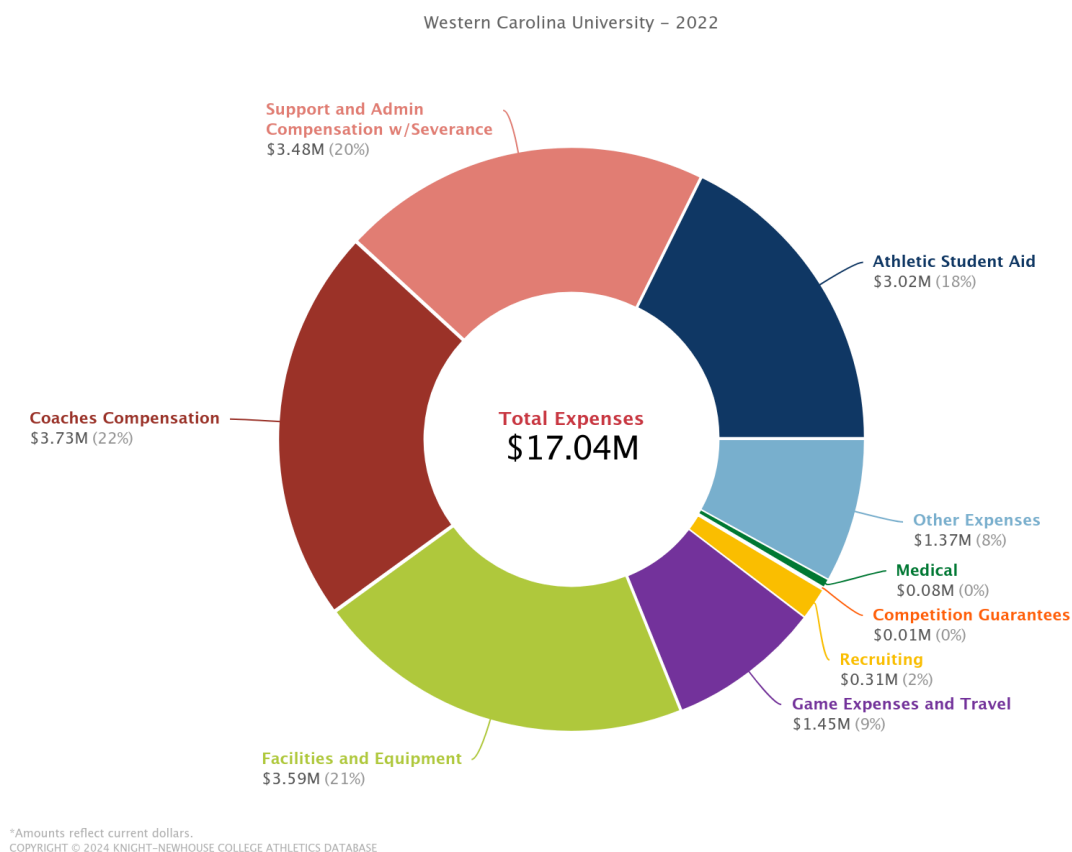


Figure 2-A depicts the 2022 expenses for the Western Carolina University athletic department. The primary expenses incurred by Western Carolina University stem from Support and Admin Compensation with Severance, Coaches' Compensation, Facilities and Equipment, and Athletic Student Aid. These four expenses collectively account for 81% of the total expense budget.

Figure 2-B: WCU Revenues

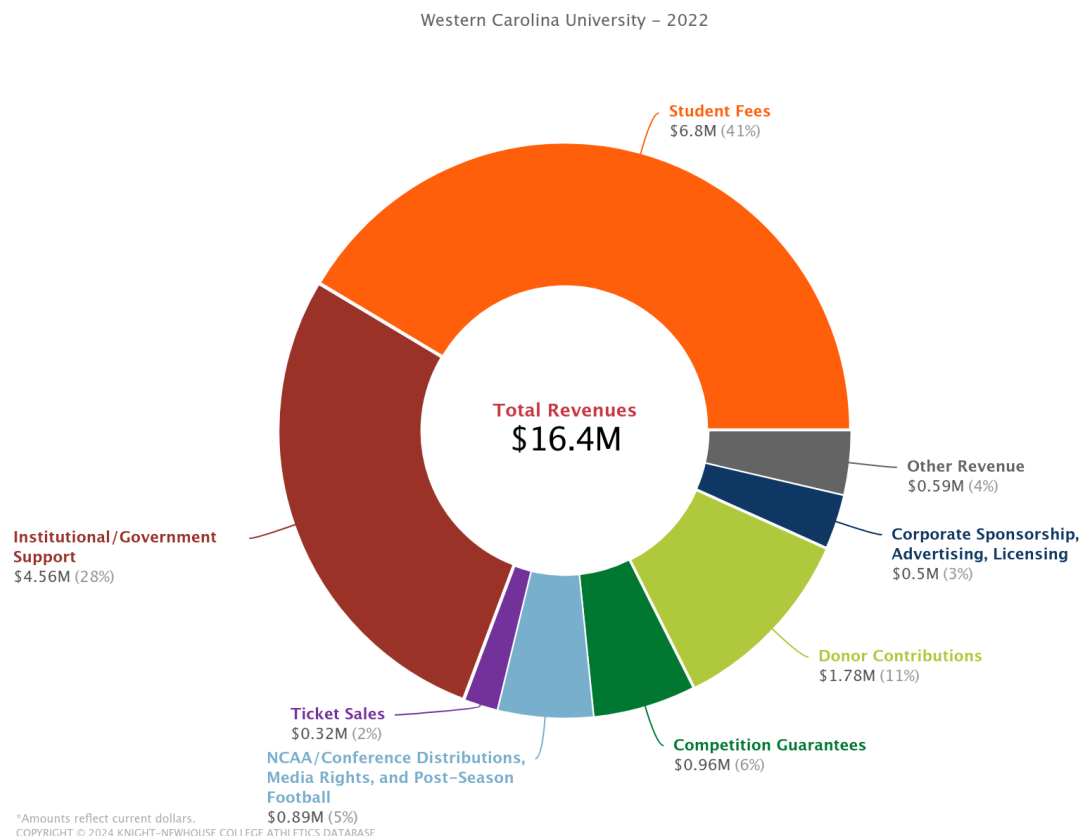


Figure 2-B depicts the 2022 revenues for the Western Carolina University athletic department. The primary revenues gained by Western Carolina University stem from Institutional/Government Support and Student Fees. These two revenues collectively account for 69% of the total revenues, equalling \$11.36 million for 2022. This is similar to Figure 1-b for UTC.

Figure 3-A: ASU Expenses

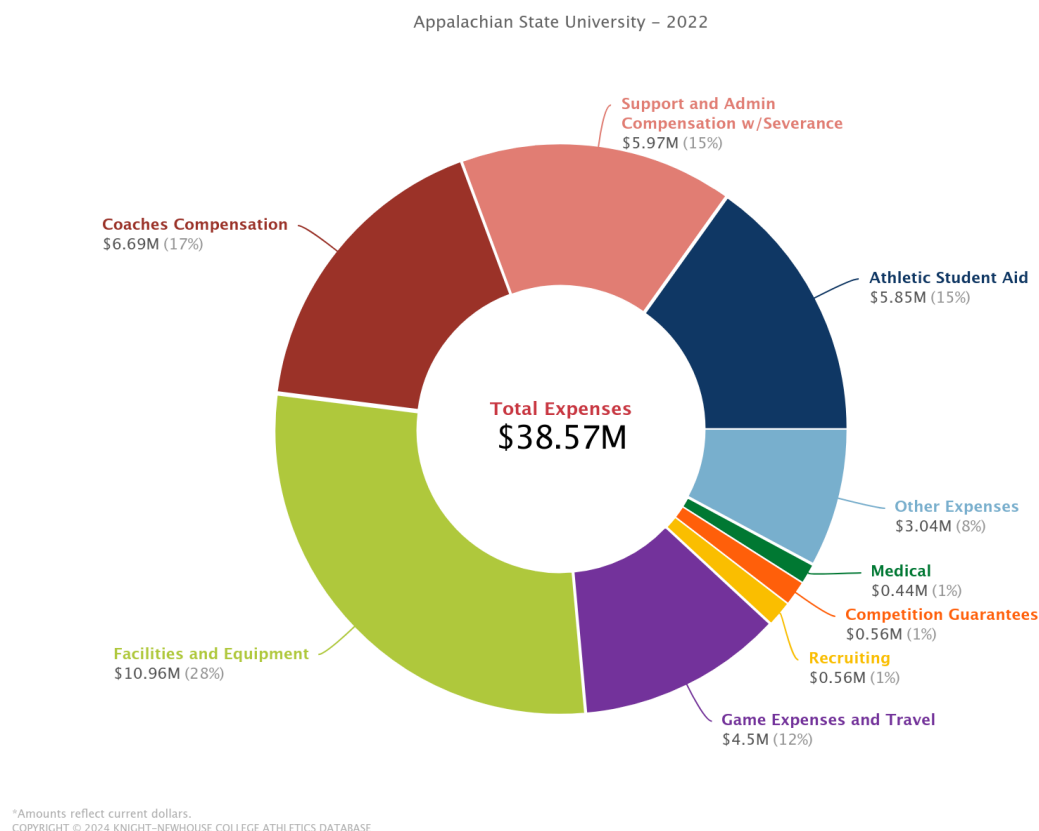


Figure 3-A depicts the 2022 expenses for the Appalachian State University athletic department. The primary expenses incurred by Appalachian State University stem from Support and Admin Compensation with Severance, Coaches' Compensation, Facilities and Equipment, Athletic Student Aid, and Game Expenses and Travel. These five expenses collectively account for 75% of the total expense budget, equalling \$29.47 million.

Figure 3-B: ASU Revenues

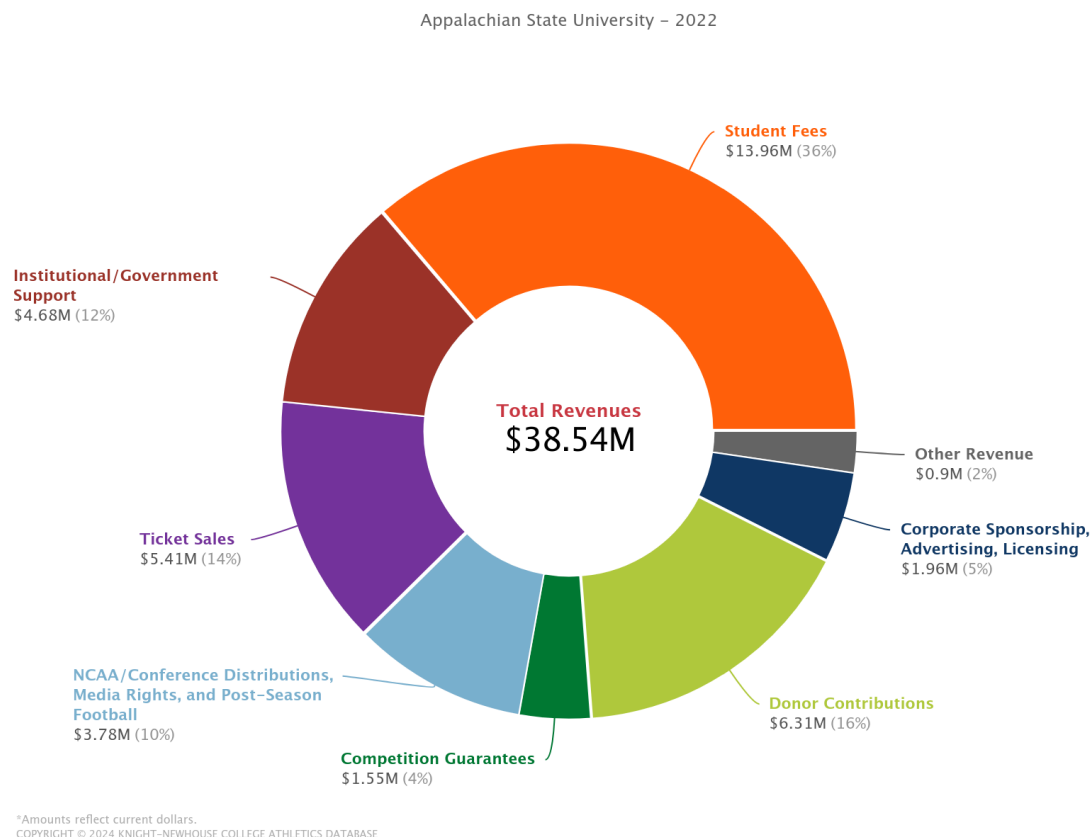


Figure 3-B depicts the 2022 revenues for the Appalachian State University athletic department. The three primary revenues gained by Appalachian State University stem from Student Fees, Donor Contributions, and Ticket Sales. These two revenues collectively account for 66% of the total revenues, equalling \$25.68 million for 2022. Notably, ticket sales for ASU are 14% of revenues (\$5.41M) while ticket sales at UTC are 4% of revenues (\$0.80M). In addition, 10% (\$3.78M) of the ASU budget came from NCAA distributions and media rights.

Figure 4-A: UNCG Expenses

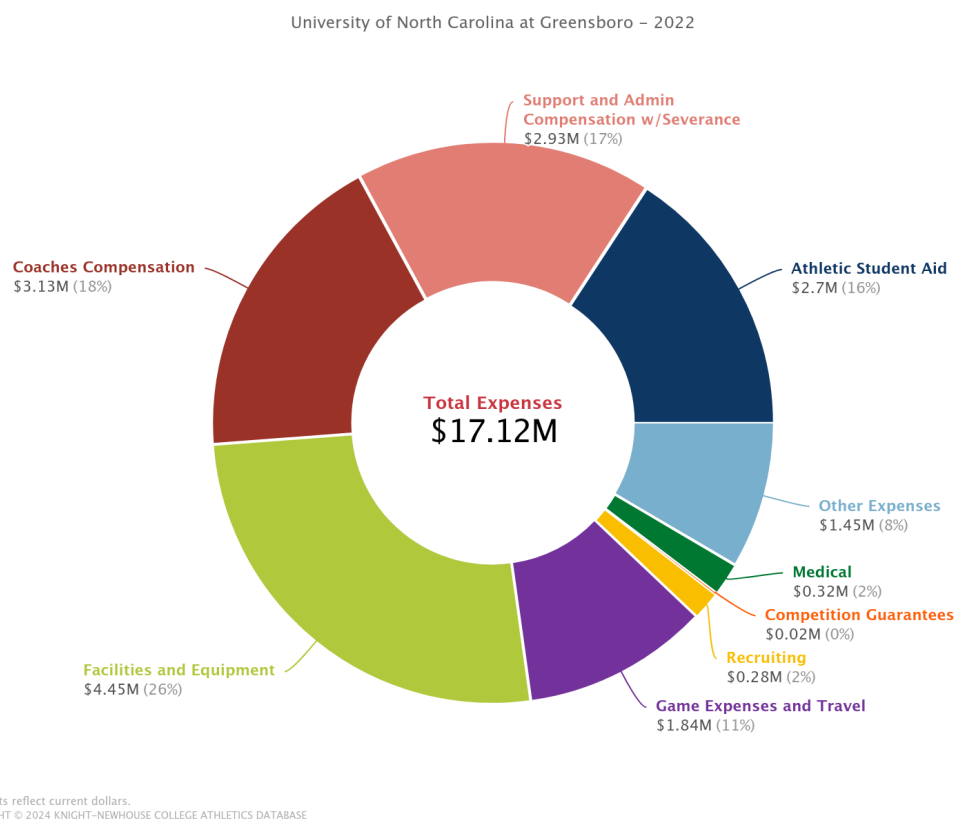


Figure 4-A depicts the 2022 expenses for the University of North Carolina at Greensboro athletic department. The primary expenses incurred by the University of North Carolina at Greensboro stem from Support and Admin Compensation with Severance, Coaches' Compensation, Facilities and Equipment, and Athletic Student Aid. These four expenses collectively account for 77% of the total expense budget.

Figure 4-B: UNCG Revenues

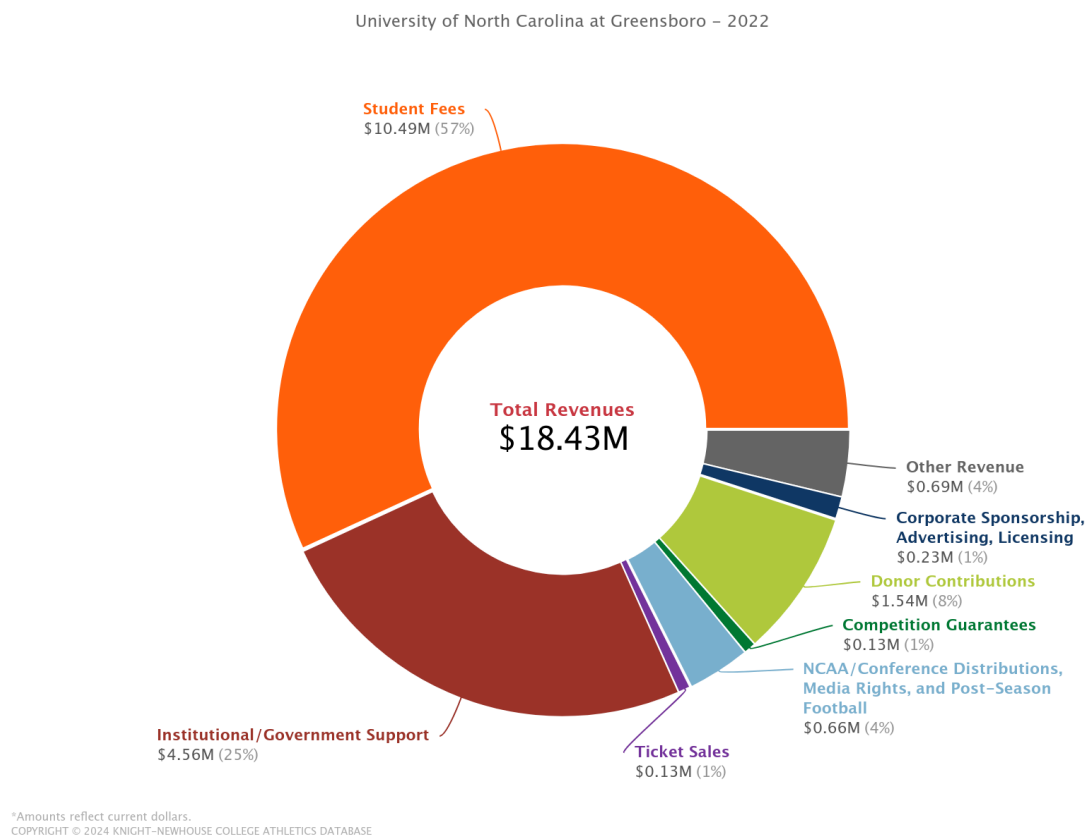


Figure 4-B depicts the 2022 revenues for the University of North Carolina at Greensboro athletic department. The two primary revenues gained by the University of North Carolina at Greensboro stem from a majority of Student Fees and Institutional/Governmental Support. These two revenues collectively account for 82% of the total revenues, equalling \$15.05 million for 2022.

Figure 5-A: JMU Expenses

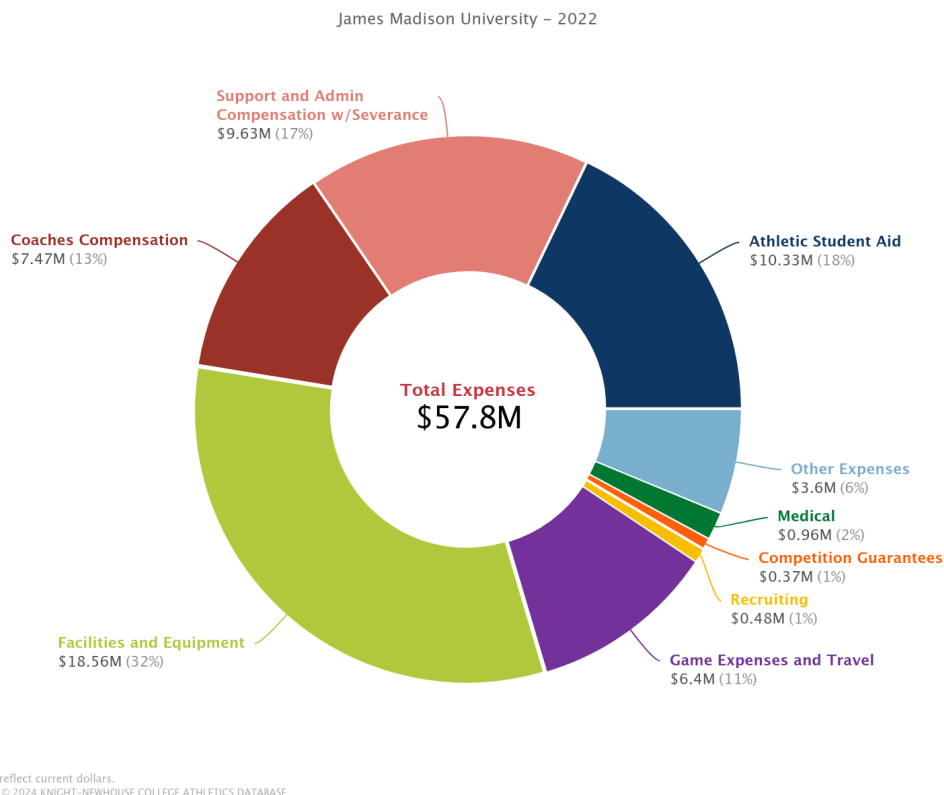


Figure 5-A depicts the 2022 expenses for James Madison University's athletic department. The primary expenses incurred by James Madison University stem from Support and Admin Compensation with Severance, Coaches' Compensation, Facilities and Equipment, and Athletic Student Aid. These four expenses collectively account for 80% of the total expense budget.

Figure 5-B: JMU Revenues

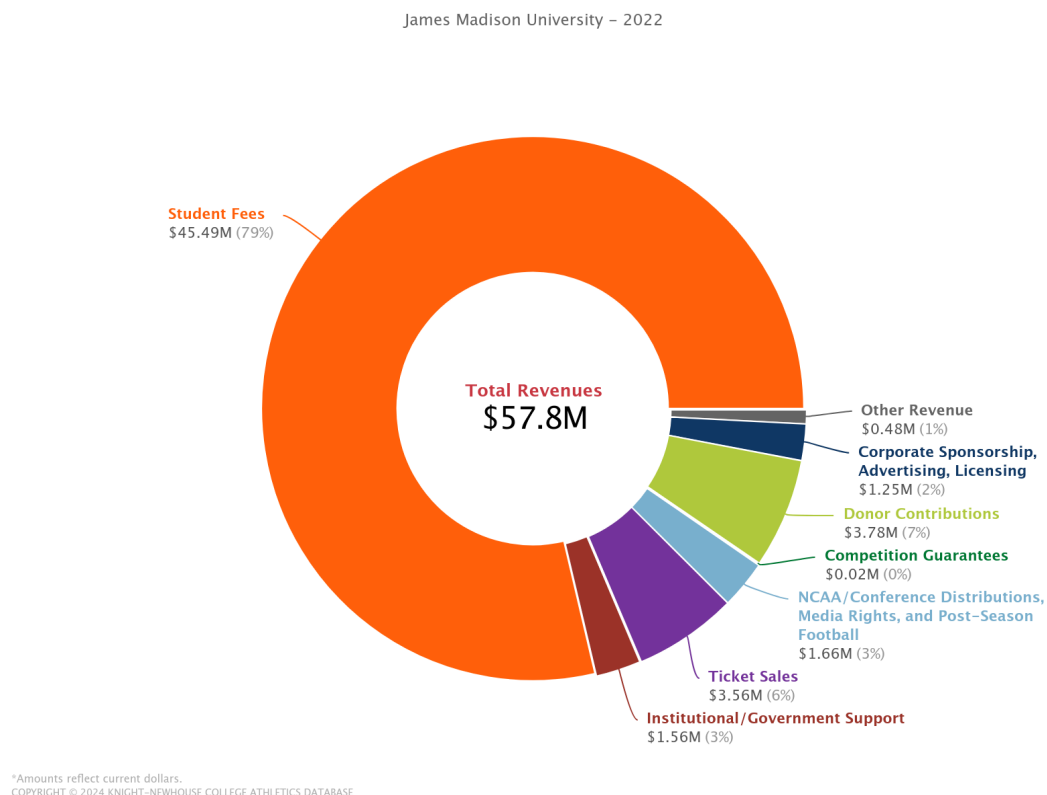


Figure 5-B depicts the 2022 revenues for the James Madison University athletic department. The primary revenues gained by James Madison University stem from a staggering majority Student Fees. This revenue stream accounts for 79% of the total revenues, equalling \$45.49 million for 2022.

Figure 6-A: AU Expenses

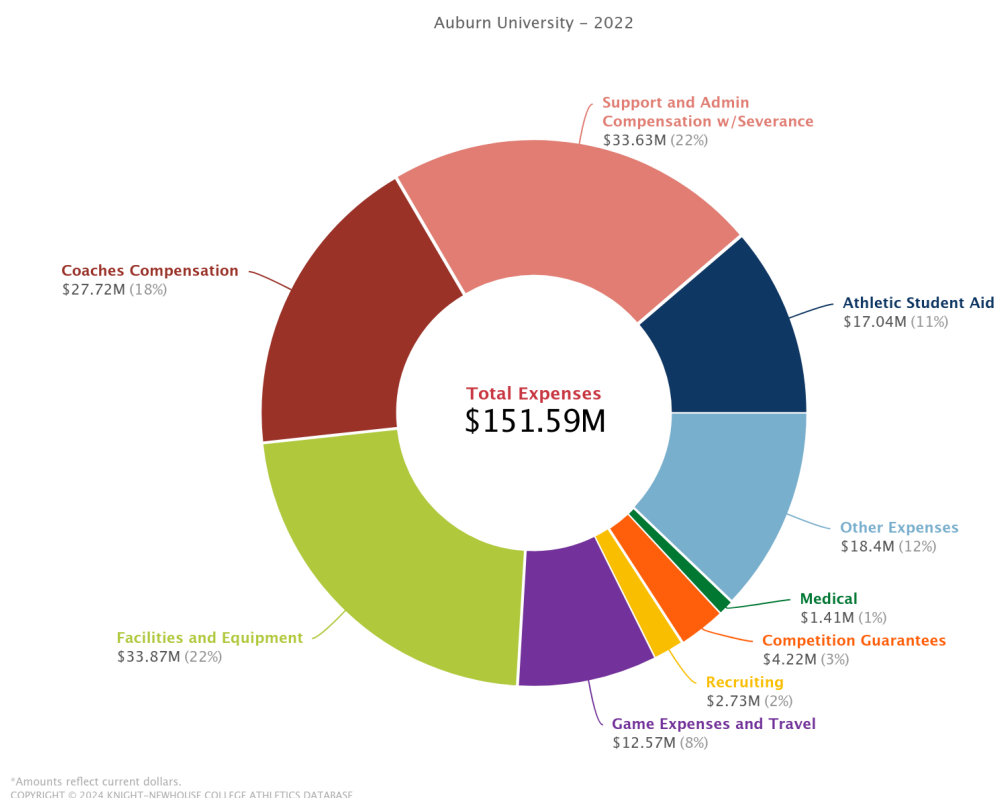


Figure 6-A depicts the 2022 expenses for the Auburn University athletic department. The primary expenses incurred by Auburn University stem from Support and Admin Compensation with Severance, Coaches' Compensation, Facilities and Equipment, Athletic Student Aid, and Other Expenses. Other Expenses entail operating expenses like sports equipment, uniforms and supplies, fundraising, marketing and promotion, and sports camps. These five expenses collectively account for 85% of the total expense budget, totaling \$130.66 million.

Figure 6-B: AU Revenues

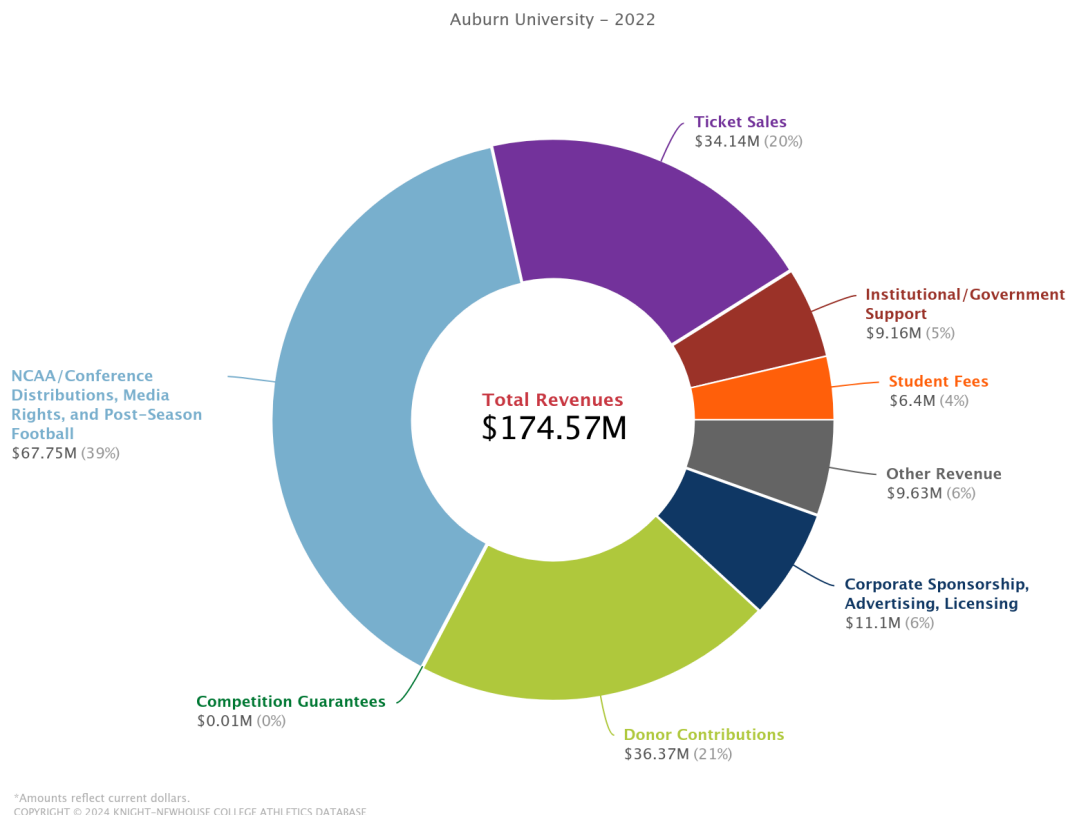


Figure 6-B depicts the 2022 revenues for the Auburn University athletic department. The primary revenues gained by Auburn University stem from a majority of NCAA/ Conference Distributions, Media Rights, and Post-Season Football, Ticket Sales, and Donor Contributions. This revenue stream accounts for 80% of the total revenues, equalling \$138.26 million for 2022. Ticket sales alone account for 20% of revenue.

Monetary Analysis

Figures 1-6 depict the expense reports for the selected peer institutions. Information can be pulled from these figures by comparing and contrasting the information presented. Separating the institutions into the depicted groups is necessary to understand the information. Institutions with a football program competing in the Football Bowl Subdivision (FBS) generate more than \$30 million annually through three main revenue streams: ticket sales, donor contributions, and student fees. On average, ticket sales make up 13% of the budget, donor contributions make up 15% of the budget, and student fees make up 40% of the revenue. The data presented for student fees is skewed due to James Madison University; its revenues consist of 75% student fees. Without JMU, the comparison, on average, student fees would account for 20% of the overall revenues generated. Auburn University has the lowest reliance on student fees and James Madison University has the highest. Excluding these outliers, student fees account for 36% with Appalachian State remaining. Auburn University's main revenue stream comes from NCAA/conference distribution, media rights, and post season football, which makes up 39% of the overall budget. Further, Institutional / Government Support was 5% of the Auburn budget as compared to 45% for UTC.

Institutions with a football program that competes in the Football Championship Subdivision(FCS) or are in the Southern Conference (UNCG does not support a football program), generate more than \$15 million in revenue annually through 3 main revenue streams: student fees, institutional/government support, and donor contributions. On average, student fees make up 41% of the budgets, institutional/government support makes up 33% and donor contributions only make up 10% on average of UTC, WCU, and UNCG. UTC's budget for these

items is 26% for student fees, 45% for institutional and government support, and 12% for donor contributions. Hence, UTC relies more heavily on institutional/government support (i.e., monetary allocations from the state of TN). The budget of WCU is similar to UTC but has a few differences with 41% for student fees, 28% for institutional and government support, and 11% for donor contributions. With this known, WCU relies more on student fees compared to UTC. Lastly, UNCG's revenues consist of 57% for student fees, 25% for institutional and government support, and 8% for donor contributions.

The ticket sales of the Southern Conference universities (UTC, WCU, and UNCG) make up, on average, 2% of their overall revenue budgets. Notably, UTC made the highest revenue in ticket sales at \$0.80 million, which constituted 4% of its overall revenue budget. UNCG generated the least amount of revenue from ticket sales, making \$0.13 million, accounting for 1% of its overall revenue budget. The NCAA/Conference distribution, media rights, and post-season football also have a significant impact on the revenues of the FBS universities. For example, at Auburn University, 39% of the budget comes from these distributions, amounting to \$67.75 million. In contrast, for the Southern Conference universities, distributions make up only 4% on average. WCU has the largest amount of revenue from distributions, making \$0.89 million, which is 5% of its revenue budget. UTC generated the least amount from NCAA/Conference distribution, media rights, and post-season football, making \$0.47 million, which is 2% of its revenue budget.

College athletic departments are bound by their resources, and their capacity to improve is influenced by these constraints. Not all universities have the same financial resources, but improvements can be made through community and alumni donations, increased ticket sales, and

access to NCAA/Conference distribution, media rights, and post-season football. For medium-sized universities, the reliance on student fees and government/institutional support greatly affect the ability to improve the different aspects of their respective sports. Forty-one percent (41%) of the Southern Conference schools budgets, which fall into the medium-sized university classifications, are dependent on student fees. Student fees are common across FCS and FBS lines: JMU's athletic budget consists of 75% student fees. While the remaining FBS institutions, Auburn University and Appalachian State University, have budgets that are not as dependent on student fees, their budgets are more reliant on donor contributions (15%) and ticket sales (13%). Ticket sales are a large factor that differentiates a medium-sized university to a large university, in which the Southern Conference schools are less reliant on ticket sales, which on average generate 2% of the overall budget. Out of the three medium sized universities, UTC generates the greatest amount of revenue from ticket sales (\$0.80 million). The other differentiating factor is NCAA/Conference distribution, media rights, and post-season football. The FBS institutions benefit a considerable amount from this revenue stream averaging around \$2.72 million in annual revenue, this excludes Auburn University which generates over \$67 million annually. The middle sized institutions average \$673,333 in revenue annually, which on average make up 3.67% of the overall revenue budget. The final differentiation factor is donor contributions. Like NCAA/Conference distribution, media rights, and post-season football, FBS institutions have a considerable amount of revenue that is generated through donor contributions. Donor contributions for the FBS institutions average 15% of the revenue budgets, which averages out to \$15.49 million. The medium-sized institutions donor contributions average 10% of the revenue budget, averaging \$1,953,333. These financial dynamics highlight the significant

challenges that medium-sized universities face in enhancing their athletic programs compared to their larger counterparts.

Attendance

Understanding the attendance numbers for a university athletic department could potentially indicate the level of fan devotion. For this research, men's basketball and football attendance records were recorded for each of the peer institutions. Below are the attendance statistics from the 2022 seasons. Metropolitan Statistical Area details are also included providing an additional comparison point for game attendance.

Table I: Football Attendance at Comparison Universities in 2022

Football Attendance					
School	Average Attendance	Capacity	% Capacity	Student Population	Metropolitan Statistical Area
The University of Dayton	2,997	11,000	27.25%	8,416	812,595
The University of Tennessee at Chattanooga	7,976	20,668	38.59%	10,016	559,860
Western Carolina University	9,876	13,742	71.87%	10,145	57,149
James Madison University	22,966	24,877	92.32%	22,224	135,152
Appalachian State University	33,566	30,000	111.89%	21,253	54,077
Auburn University	85,203	88,043	96.77%	31,764	172,223

The attendance statistics presented above are ranked from the lowest to highest average attendance. As seen above, the University of Dayton has the lowest average attendance (avg. 2,997), while Auburn University has the highest average attendance (avg. 85,203). Looking at the difference between the FBS institutions (JMU, ASU, and AU), some facts are consistent. Based on the average attendance for each FBS institution in *Table I*, the average attendance for each is at least 22,000 attendees. An important factor to consider is the percent capacity section: all three institutions have at least 90% capacity throughout the season.

The FCS institutions differ slightly from one another. Though all average minimum 2,500 attendees, the difference between the highest and lowest attendance is staggering. Western Carolina University has the highest average attendance, with 9,876 attendees per game, while Dayton has the lowest, with 2,997 attendees per game. The University of Tennessee at Chattanooga falls in the middle, averaging 7,976 attendees per game. UTC has the largest stadium capacity among the FCS institutions, with 20,668 available seats. Dayton has the smallest capacity, with 11,000 seats. WCU falls in the middle, with a capacity of 13,742 seats.

The key statistic to understand from *Table I* is that WCU has the highest attendance rate relative to stadium capacity among the FCS institutions, at 71.87%. For the FBS institutions, Appalachian State University has the highest attendance rate relative to stadium capacity which is at 111.89%.

The student population and the metropolitan statistical area (MSA) play important roles in the size of a fan base. Based on *Table I*, Auburn University has the highest student population (31,764), while Dayton University has the lowest student population (8,416). The metropolitan

statistical area differs from the student population, with Dayton University having the largest MSA, with a population of 812,595, and Appalachian State University having the smallest MSA, with a population of 54,077. UTC has the 2nd largest MSA at 559,860. One can assume based on the information presented in *Table I*, that the larger the student population, the higher the attendance to football games.

The attendance statistics for UTC are concerning. With an average of 7,976 fans attending football games and only 38.59% of the stadium being filled, it's evident that the fanbase is weak. It's crucial to consider the capacity of the stadium UTC uses, which stands at 20,668 available seats. This capacity seems excessive for a university with a student population of less than 13,000. UTC's football stadium Finley Stadium Davenport Field, is a multi-purpose stadium that is operated by a city affiliated entity. Built as a replacement for the on-campus football stadium Chamberlain field, Finley Stadium hosts UTC football, professional soccer games, and other non-UTC affiliated events throughout the year.

Table II: Basketball Attendance at Comparison Universities in 2022

Basketball Attendance					
School	Average Attendance	Capacity	% Capacity	Student Population	Metropolitan Statistical Area
Western Carolina University	1,671	7,826	21.35%	10,145	57,149
The University of North Carolina at Greensboro	2,075	22,000	9.43%	19,038	771,751
Appalachian State University	2,664	8,325	32.00%	21,253	54,077
The University of Tennessee at Chattanooga	3,368	10,928	30.82%	10,016	559,860
James Madison University	4,408	8,500	51.86%	22,224	135,152
Gonzaga University	6,000	6,000	100.00%	7,253	577,534
Auburn University	9,121	9,121	100.00%	31,764	172,223
The University of Dayton	13,407	13,409	99.99%	8,416	812,595

The basketball attendance statistics presented above are ranked from the lowest to highest average attendance. As seen above, Western Carolina University has the lowest average attendance (avg. 1,671), while Dayton University has the highest average attendance (avg.

13,407). The significance of these numbers is that the highest-capacity arena, UNCG, has the second-lowest average attendance at 2,075. The next largest arena is at the University of Dayton, with a capacity of 13,409, followed by UTC with a capacity of 10,928. Despite having large arenas, these institutions do not necessarily attract the largest crowds, as evidenced by the average attendance at UNCG (9.43%) and UTC (30.82%). In contrast, the University of Dayton manages to draw larger crowds, averaging 13,407. Compared to UTC and UNCG, the University of Dayton attracts more than 4-6x the amount of fans. All three arenas are multi-purpose and built for the use of the university and surrounding region (*McKenzie Arena | University of Tennessee at Chattanooga*, n.d. *Facilities: Greensboro Coliseum - UNC Greensboro*, 2020; *UD Arena - Facilities - University of Dayton Athletics*, n.d.). The remaining institutions—Auburn University, Appalachian State University, Gonzaga University, James Madison University, and Western Carolina University—have smaller arenas, each with an average capacity of at least 6,000 seats.

The overall attendance to college athletic events can be a mirror image of the health of an institution's fan base. Men's football and basketball attendance records for each of the peer colleges were compiled for this study. In *Table I*, a major takeaway is that Western Carolina University attracts a higher attendance than the University of Tennessee at Chattanooga, despite factors such as UTC's financial superiority, larger metropolitan statistical area, and larger student body. Another key finding from *Table I* is that a larger student body generally correlates with higher football game attendance. However, for basketball, there is no correlation between the size of the student body and average attendance, nor with the metropolitan statistical area. Unlike football attendance, which shows a clear correlation with student population, basketball

attendance appears unaffected by these factors. In *Table II*, a key takeaway is that the University of Dayton manages to host large crowds, averaging 13,407 per game in 2022. Compared to the assumption from *Table I*, the size of the student population may have a little effect on the average attendance. A major takeaway from *Table II* is that, despite having a smaller student population than the University of Tennessee at Chattanooga, the University of Dayton boasts a higher average attendance at basketball events. This disparity in attendance may be influenced by factors such as win/loss records, the level of competition, and the traditional culture surrounding the University of Dayton's basketball program.

III. Methods

Two inquiries were undertaken to obtain further insights into fan attendance motivations.

Several of the athletic marketing departments of the comparison universities were contacted and students at UTC were interviewed.

Emailing Peer Institutions

In the process of answering how peer institutions use specific methods to steer students and fans to athletic events, I desired to reach out to peer organizations to see and understand their points of view. I first emailed the athletic marketing departments from multiple peer institutions with a list of questions that inquired about various facets. Specifically, I chose to email the assistant athletic marketing directors from each institution, due to the higher likelihood of receiving an email in return. Presented below is the inquiry that was emailed to the seven institutions (see *Table III*). The institutions included in this inquiry consist of Appalachian State University, Auburn University, University of Dayton, Gonzaga University, James Madison University, and the University of North Carolina at Greensboro.

Table III: Peer Institution Email

Good Afternoon,

I am Colin Thompson, a senior at the University of Tennessee at Chattanooga. For my senior requirements, I am working on a thesis in the UTC Honors College to research how a mid-major university can build its overall fan base and foster active student participation in athletic events.

I am emailing you today to ask a few questions about your department and its involvement with student engagement. Listed below are questions that I would like to ask you to answer to your best ability!

1. What departments on your campus do you work with to promote student engagement in athletics?
2. What are some challenges with getting students to attend athletic events?
3. What has been successful in encouraging students to attend athletics events?
4. What has NOT been successful in encouraging students to attend athletics events?
5. Is the President and/or Chancellor involved in encouraging student participation?

Your answers to the following questions will greatly help me in my research and understanding of how to build a student fan base.

Thank you in advance for your time and assistance,

Colin Thompson

Surveying the UTC Student Population

The student population of UTC is an important indicator of participation in athletic events. Answering the question of whether students participate in UTC athletic events provides an indicator of engagement with athletics. The initial aim of the survey was to interview 50 random students along the main walkway of the university, Vine Street. This target was set with the intention of gathering a significant range of student opinions. Vine Street was selected due to the high volume of students that would be available to participate during the designated hours of 10-11 AM.

Preparing a survey that would best capture the overall campus opinion on its engagement with athletics was the focus. The survey created was anonymous, voluntary, and could take up to 3 minutes, depending on the length of the explanation (UTC IRB #23-139). After gaining consent from an anonymous student, the individual was asked if they attend UTC athletic events. Depending on either answering “yes” or “no,” the individual was asked to elaborate on the reasoning for their answer. This open-ended question captures the students’ motivations for attending or not attending and helps distinguish possible themes in the various answers.

Once the survey was completed, the audio data collected was filtered through Adobe Audition and transcribed into a separate document. From then, the data was analyzed in search of themes that could shed light on the reasoning behind why students attend or do not attend local athletic events at UTC.

Before proceeding with the survey, a list of expectations was considered. First, it was expected that a majority of the students surveyed would answer “No” when asked the research question. This was expected because of the overall low student attendance at athletic events at

the University of Tennessee at Chattanooga. Second, it was expected that students would answer “No” because they were either commuter students or that they support a larger university athletic team over UTC.

IV. RESULTS

Emailing Peer Institutions Results

Out of the seven institutions reached out to, only one responded with answers to the presented questions. An attempt was made to obtain more information from the non-respondent institutions through a follow-up email and a personal phone call, leaving a detailed voicemail stating that an earlier email had been sent. However, despite specifically noting it was from a university account and might be in the spam folder, my follow-up efforts were unsuccessful.

The one institution that did answer my request was James Madison University, which thoroughly answered the questions in the request (see *Table IV*).

Table IV: James Madison University Response

Colin,

I am sorry for my delay in getting back to you. Here are answers to your questions:

1. What departments on your campus do you work with to promote student engagement in athletics?
 1. On campus, we work with a variety of areas from Orientation to Greek Life, to Student Affairs, and even individual clubs and organizations.
2. What are some challenges with getting students to attend athletic events?
 1. I think it's just hard to always create a sense of FOMO for students. You are actively working against everything else campus and organizations have to offer. When students have a lot of options on the table, they are usually going to things their friends are going to. We will try and make decisions on giveaways/game promotions etc. that will draw students in, but you aren't going to have a success rate of 100%.
3. What has been successful in encouraging students to attend athletics events?
 1. Team success is one. You will always see an uptick in student attendance and games becoming "the place to be" when a team is performing well and that unfortunately as a marketing professional is something that is out of your control. I think we find better numbers when we give out t-shirts or food to draw students in. If they feel like they are getting something exclusive, we tend to see a better turnout.
4. What has NOT been successful in encouraging students to attend athletics events?
 1. I think when you just sit back and just expect students to engage with you when all you are doing is informing them of events vs actively engaging with them either on campus or with promotional elements targeted towards them, you are going to be less successful in your efforts.
5. Is the President and/or Chancellor involved in encouraging student participation?
 1. Our Vice President of Student Affairs is more heavily involved with our student participation, but our President encourages it and does have input in some big-picture ideas with how we engage with our students, especially with our revenue-generating sports (football, men's basketball, women's basketball).

An issue with contacting individuals at institutions is the season in which they are contacted. The period that the emails were sent out to was during the later days of December and mid-January, which is a very busy time for an athletic marketing department. This period is busy because it is the middle of the men's and women's basketball season. There was an assumption that there was

a mix of hesitation from answering inquisitive questions about internal operations and the busyness of their schedules, to only receiving one response.

UTC Student Survey Results

Table V: Student Survey Results (N = 86)

# of Responses	Themes	Illustrative quote(s)
<i>Do Not Attend</i>		
21	No-Time/Work	<i>"I'm usually just working during them and the football games are kind of boring"</i>
14	Don't like sports or don't see the value	<i>"I don't have a good reason to go."</i>
		<i>"Because I feel like there's better things I could be doing with my time and the school's money."</i>
9	Advertisement/No School Spirit	<i>"I've only attended one. I went to one of the first football games and I was really disappointed with the school spirit. I'm used to it, I'm a freshman so it's my first year, but back in high school we would stand up for the games. We would do chants with everyone and no one stood up and I was in the back and I felt really disappointed. So I went home and I haven't gone since because of the lack of spirit. And I also just forgot about athletics and I would like to go. I know there's really good volleyball and basketball team and other sports, so I feel like I should put it on my radar."</i>
		<i>"Lack of school spirit was really disappointing. And yeah, I just was super disappointed. I feel like if they made a bigger effort to get the students more involved, I'd be more willing to go."</i>
		<i>"I just feel like there is a lack of school spirit or awareness either. I won't find out that there is an event until the day of. So if there is better marketing, more promotion towards it. And like more of a heads up then students would find more time to be able to participate."</i>
4	Haven't gone before	<i>"Um, I don't know, I feel like I'm not social enough. I should be out there more."</i>
		<i>"I just think we're not that good at some sports. But like basketball and tennis, I feel like we're</i>

		<i>good, but I'm just never made the time to go to an event"</i>
3	Commuter	<i>"Because I don't live on campus."</i>

Table VI: Student Survey Results- Attendance Motivators

# of Responses	Themes	Illustrative quote(s)
<i>Attend</i>		
13	Hangout with Friends/Make Friends	<i>"Just the culture and being able to go with my friends and also just being able to create new memories, you know, take pictures and just having a good time."</i>
		<i>"It's a chance to socialize in the outdoor classroom setting."</i>
		<i>"To support a like classmate, I guess. Like fellow athletes that attend UTC and like hangout with like friends and go to like social events."</i>
6	Watching Sports	<i>"Because they're fun, I like the volleyball games a lot."</i>
		<i>"It's something fun to do and I just like to watch sports sometimes."</i>
5	Fun	<i>"I go to them because they're fun and they sometimes give out free stuff."</i>
		<i>"I attend some of them. I would say just because lie a lot of them are like fun to go to. They're exciting. It's fun to support, but I mean, sometimes I can't go just because of class and work and stuff like that."</i>
5	School Spirit	<i>"It's just a part of the school, part of the spirit."</i>
		<i>"Because Mocky-Top on Top!"</i>
2	Get Involved	<i>"I think it's a fun opportunity to be involved in the school culture and to just get out of the dorms and have fun."</i>
		<i>"So that I have something to participate and gives me the opportunity to meet new people."</i>

The final survey results revealed that out of a survey of 86 total students, 62.79% responded with “No” when asked if they attend UTC athletic events, while the remaining 37.21% answered “Yes.” As anticipated in the pre-survey expectations, a significant majority of the surveyed

students indicated that they do not participate in athletic events at UTC. Four students declined to answer questions related to the survey due to class conflicts.

Major themes from the “No” section included responses highlighting marketing issues and low levels of school spirit. A significant issue highlighted in the survey was that students felt there was a gleaming problem with event advertisements. One student specifically noted that “I won't find out that there is an event until the day of. So if there is better marketing, more promotion towards it. And like more of a heads up then students would find more time to be able to participate.” The same students noted that the lack of student spirit deters them from attending future events. School spirit emerged as a recurring concern among interviewed students (9 of 54 of the “no” responses). Those who cited the absence of school spirit as a factor for answering “No” provided detailed explanations. One student expressed feeling “disappointed” by the lack of school spirit, while another drew a comparison to their high school experience, expressing disappointment and a reluctance to return to athletic events. They recounted their first football game at UTC, “We would do chants with everyone and no one stood up and I was in the back and I felt really disappointing. So I went home and I haven't gone since because of the lack of spirit.”

Key findings from the “Yes” section highlight that a majority of respondents were influenced by the theme of spending time with friends or making friends” (13 of 32 of the “yes” responses). One respondent noted, “Just the culture and being able to go with my friends and also just being able to create new memories, you know, take pictures and just having a good time.” Other students responded by saying, “Because they're fun, I like the volleyball games a lot” or “Because Mocky-Top on Top!” A student's inclination to attend athletic events primarily to

spectate aligns with spectatorship (Woo and Trail, 2009). Woo and Trail (2009) described spectators as motivated to go to sporting events to be in the know and to watch the sport itself, as seen in *Model I*.

V. Discussion

The purpose of this current study is to learn how medium-sized universities, specifically The University of Tennessee at Chattanooga (UTC), can mimic the successful fan engagement strategies of other universities to build a sustainable and engaged fan base. The study aims to identify the specific expectations and strategies needed to foster strong connections with the student body and the local community, thereby enhancing athletic engagement and contributing to a sense of pride and identity within Chattanooga.

Ironically, an article written by sports writer Allan Morris in the Chattanooga Times Press in 1958 (see Appendix C: Batting Em' Out) stated, "Unlike a lot of other cities, the townsfolk hadn't been solidly behind the team (Chattanooga Moccasins) as a representative of the whole city, not just the school." In another ironic turn, the question of why the University of Tennessee at Chattanooga did not have a large fan base was asked again in a subsection of the 1985-86 UTC Yearbook titled "In the Spirit." The writer expressed interest in the lack of school spirit, stating, "Where is all the school spirit? This problem is one UTC has had to contend with for a while now, according to some concerned students who completed the survey... As one student expressed, 'This is a good school. I looked at a lot of universities. Chattanoogaans don't appreciate UTC.' Maybe appreciation needs to begin at home."

These sentiments address the age-old question of why Chattanooga students of the University of Tennessee at Chattanooga lack a sense of school spirit. Based on the survey conducted, it can be concluded that a larger portion of students who answered questions were showing signs of being spectators and not as fans. Spectators are attendees who are motivated to attend athletic events for the skill of the players, the aesthetic qualities of the game, the drama of the sport, and the desire to be in touch, while fans are attendees who are motivated by affiliation to the university, a specific player or coach, social interaction, and vicarious achievement (Woo et al., 2009). With this differentiation known, the marketing and advertising departments should focus their attention on transitioning many of the spectators into fans through suggestions presented in the next section.

Recommendations

Based on the research and results regarding student participation in athletic events, recommendations for increasing fan identification and fan and spectator engagement at the University of Tennessee at Chattanooga are noted below.

Recommendation One: Create a “Shared Story”

Establishing new traditions for the University of Tennessee at Chattanooga would be beneficial to the fan base that already exists and to mediate student concerns about the “lack of school spirit.” By establishing new traditions, the ability to convert spectators to fans would have greater impact. Based on Foster & Hyatt (2008), the notion of creating a shared historical past that fans can relate to is a leading requirement for establishing solidified traditions. With this information known, it should be imperative for a new era of tradition to be ushered in through

the promotion of the University of Chattanooga's football team's victory over the University of Tennessee on November 8th, 1958. The victory was a pinnacle moment in history for the university but also the city of Chattanooga as seen in Appendix C: *Batting 'em Out* and *Holiday Declared At School After Moccasins Win Over Vols First Time*. Creating a shared story or shared historical moment that all students can connect to and resonate with would create a sense of belonging and connectivity. Additionally, alumni and community members will be able to connect with the story of the victory and feel a sense of pride.

The excitement before the game matched the energy after the victory. Before departing for Knoxville, the night of November 7th, 1958, Chattanooga students held bonfires on Chamberlain Field and hosted a parade through the city of Chattanooga from Seventh St. to Broad St. then MLK Blvd, then up Georgia Ave and finally on McCallie Ave. As reported in the Times Press article segment in Appendix C, "*Bonfire, Pep Rally, Dance Help Mocs Work Up Steam,*" the parade included university students gaining entrance to the Dixie Theater and disrupting a news broadcast at the radio station WDXB, where students could be heard chanting in the background of live broadcasts. Other accounts included students attempting to gain entrance to the Memorial Auditorium, where at the time a wrestling match was being held. Students that were a part of the parade began chants in support of the University of Chattanooga outside the auditorium with spectators for the wrestling match. Once the parade dispersed, only the memories remained. The next day is what cemented the story into Chattanooga's history.

After a 14-6 victory over the University of Tennessee, Chattanooga fans stormed the University of Tennessee's football field and collectively brought down the steel goal post. While the Chattanooga fans were leaving the field, Knoxville police waited outside to arrest the

Chattanooga fans for their rowdiness as fights broke out. When Knoxville police failed to disperse the crowd, the Knoxville police chief ordered his officers to begin administering tear gas to disperse the crowd and a fire department began spraying hoses in an attempt to disperse spectators (Appendix C: *UC Finally Downs Orange After 51 Years of Trying*). In response, the Chattanooga fans began to throw glass bottles and other items at the police, resulting in the arrest of multiple fans. Once the riot had concluded, the Chattanooga fans returned to their chartered buses and trains, taking the University of Tennessee's goalposts with them. Upon returning to campus, the goal posts were initially installed in a concrete slab but were soon after repurposed as a snackbar rail inside Chamberlain Field stadium, allowing all fans entering the stadium the chance to "Put a Foot On the Vol" (Matheny, 2019).

The use of this historical moment for the university and Chattanooga can create a new tradition that connects students, community members, and alumni together in a new tradition through a multitude of facets. First, establishing an annual celebration on November 8th as "Victory Day" to commemorate the win would provide an opportunity to recreate the historic parade route and host a bonfire on campus, like in 1958. An annual celebration to celebrate former and current players would be open to current students, alumni, and community members would strengthen a sense of pride. Additionally, symbols of the victory should be erected, such as a plaque on campus detailing the victory and its significance, and a replica of the stolen goalposts as a permanent fixture. Finally, a program to educate future students about the importance of the 1958 victory should be included in the freshman orientation sessions. With these suggestions, the story of the 1958 victory can be integrated into UTC's sporting culture.

Recommendation Two: Increase Fan Identification Among Current Students

Fan identification is the leading factor that motivates individuals to attend athletic events, especially for college students (Brokaw et al., 2006). Factors that lead to a higher identification for students are identified in a variety of studies and journals. Based on previous research, a list of possible solutions to increase fan identification with current students includes reinforcing the school's traditions, creating opportunities for students to interact with players and coaches on a more immediate level, encouraging other participants in sporting events (the marching band and cheerleaders) to interact with students, encouraging identification of the community and students with the college, educating students about certain sports through special sessions or lectures with coaches and players, and through promoting rivalries and creating an understanding of why the rivalry exists.

Creating opportunities for students to interact directly with players and coaches can take various forms. For UTC, this could look like creating a moderated student messaging board for coaches to directly speak to students about upcoming games and inform students about the importance of the games or giveaways at the games. To encourage participation in this message board, coaches could post polls or present giveaways for students that are in the groupchat through competitions or a lottery system. Working with on campus organizations like orientation, greek life, and individual clubs and organizations to promote student engagement in athletics has led to success at James Madison University according to the response in *Table IV*.

Other solutions that would address the administrative role of creating an environment that can harbor the creation of fan identification include preventing the scheduling of large university events during sporting events. Spacing events will provide students more opportunities to attend

events. For instance, when the Student and Family Engagement Department at UTC is planning a large campus event, they should consider the athletic schedule and plan the event around it..

Additionally, student participation in athletic events should be encouraged early, beginning at orientation. The first experience with college for incoming students begins with orientation. If students are continuously encouraged to attend athletic events as soon as they arrive on campus, there will be a higher chance of motivating a larger population of students and creating a culture of student participation. A successful strategy James Madison University adopted is leveraging the influence of their Vice President of Student Affairs and President to encourage student involvement in athletic events. Similarly, UTC could create an environment to harbor fan identification by encouraging student affairs professionals (i.e., Student and Family Engagement Department and Vice Chancellor of Student Affairs) to see that attending sporting events is a meaningful extracurricular activity that should be encouraged on a higher level within the university (Ervin & Rosser, 2017). Within this scope, it should be noted that the administrative side of the university has a substantial impact on the activities that students participate in. Based on *Table IV*, the encouragement of engagement begins with Student Affairs involvement in the promotion of athletic events on campus.

Recommendation Three: Enhancing Fan and Spectator Engagement

The separation between spectator and fan motives are highlighted in *Model I*. The differentiation is essential for marketers so that they may segmentate the consumer base that attends athletic events. This segmentation can later lead to higher revenues and a better understanding of the consumer base. Based on the student survey conducted, a portion of the participants who answered “Yes” to the survey questions, responded with answers that correlated

with high spectator motives in the themes (Watching Sports and Fun). In sum, 35.48% of the respondents expressed high spectator motives while the remaining 64.52% responded with high fan motives (Hangout/Make Friends, School Spirit, and Get Involved). This finding indicates that it is likely that a majority of students that attend UTC athletic events are motivated by fan motives; however, there is a substantial portion motivated by spectator motives.

Previous research has studied the differentiation between marketing to fans and spectators. Specific findings concluded to attract fan attendance, marketers should focus on including marketing materials that emphasize vicarious achievement and social interaction (Woo et al., 2009). Realistically, UTC should make an emphasis in posting on social media groups of students, or individual students enjoying their time at athletic events. The focus of the post would be to promote the ability to have social interaction with other students. Other posts should highlight current victories by the team or throwback moments from the past, such as specific clips of players making amazing plays or large numbers of students supporting the university. Additional suggestions from research include planning a time after games for fans to take pictures with players and coaches. For football games, there could be a designated area on the side of the field where fans can meet players and coaches after games. For basketball, a designated area can be roped off court-side for players and coaches to meet fans, sign autographs, or take pictures. As mentioned in recommendation two, this direct connection with students and creating a personalized experience can encourage fan identification.

As seen in *Model I*, to attract spectator attendance, marketers should focus on including marketing materials and game day environment elements that emphasize player skills, drama, and the aesthetic of the game or field of play (Woo et al., 2009). Realistically, in terms of what

UTC is capable of, marketers should release marketing materials on social media that highlight the individual skills of current players or alumni. Additionally, displaying key moments from individual games would emphasize the drama of the sport and could lead to an increase in motivation for students who haven't gone before, which was the second most impactful theme from *Table V*. Furthermore, marketers should highlight facilities and aesthetics of being inside McKenzie Arena or Finley Stadium through creating marketing materials that show fans enjoying the sporting environment and amenities provided at said facilities to connect to spectator motives.

Recommendation Five: Creation of a Brand Ambassadorship Program

A major concern from current students at The University of Tennessee at Chattanooga recorded in the student survey included concerns about "advertisement/no school spirit." A solution to the concerns from students about when and where athletic events are happening and improve student participation and identification with the athletic programs can be done through the creation of a "Brand Ambassador" position within the athletic department based on a recommendation depicted in Moore (2018), to the University of Texas at Austin. The brand ambassadors would act as individual promoters for athletic events and these position should be open to all students that meet the qualifications. Individuals who would take the role as brand ambassadors would be required to have a minimum amount of social media followers and have a public account so that they can promote athletics through social media. The individual must be involved in groups that harbor substantial participation. Brand ambassadors would be asked to post twice a month of either Instagram posts/stories, Snapchat stories, facebook, or tik tok

showing their participation in events. Ambassadors would possibly be incentivized with a stipend, resume builder, or skybox seating for them and friends.

Limitations/ Further Research

The current research presented has limitations regarding what can be assumed to work for UTC. Additionally, this research has implications for future studies. It is important to understand that strategies and initiatives successful at one institution may not be successful at another. The current study is missing an overall cause and effect based on the present research. For instance, the survey in *Table V-VI* is lacking depth in specification within the themes and it is unknown, for example, how improved marketing would impact student choices. That being said, it is not intended to suggest that none of the recommendations presented in the research will be successful for the University of Tennessee at Chattanooga.

Further research is needed on the different factors that are affecting the fan base of UTC. An expanded study on the motivating factors of the current student body should be conducted with the intention of understanding what motivates student engagement in UTC athletic events with a larger survey poll. Compared to the research conducted through this current study, an increased survey pool of students with a larger percentage of students would be more beneficial in highlighting a higher correlation in motivating factors, which in turn, can lead to increased targeted strategies to address the motivating factors. Additionally, further research should be conducted to inquire deeper into campus/community relationship and understand why community stakeholders do or do not participate in UTC athletic events. For example, a research study investigating the campus/community relationship could uncover if the connection between a midsize university (e.g., UTC) and the local community has a positive correlation with a more

engaged fan base. Specifically, questions that would need to be uncovered include what specifically motivates community members to attend UTC athletic events. It could be speculated that a majority of the surrounding community has little motivation to attend UTC athletic events and the study would address how to change that.

APPENDIX A:

ANONYMOUS INFORMED CONSENT FORM

Examining Student Participation in UTC Athletics and Their Reasonings for Their Answers

You are being invited to participate in a research study about student participation in UTC Athletic events and their reasoning for their answer. This study is being conducted at the University of Tennessee at Chattanooga (UTC) by Colin Thompson and Dr. Randy Evans, ncn153@mocs.utc.edu.

The questionnaire(s) will take about 3 minutes to complete.

There are no foreseeable risks or direct benefits to you if you choose to participate in this study. The information gained from this research may benefit others in the future.

This survey is anonymous. Do not include your name or any of your contact information in your responses to the survey. No one will be able to identify you or your answers.

Your participation in this study is voluntary. You are free to stop answering questions at any time or to decline to answer any question you do not wish to answer for any reason. If you stop the survey before the end, your previous answers will be maintained by the investigator. After you answer the survey, we cannot remove your responses because it will be recorded on an audio device.

Research at UTC involving human participants is carried out under the oversight of the Institutional Review Board. Address questions or problems regarding these activities to Dr. Susan Davidson, UTC IRB Chair, email: susan-davidson@utc.edu; phone: (423) 425-1387.

Please indicate your decision regarding participation in this research by selecting a response below:

- I am at least 18 years of age, have read and understand the information above, and want to participate in the study.
- I do not wish to participate in the study, or I am younger than 18 years of age.


Purpose: You are being invited to participate in a research study about student participation in UTC Athletic events and their reasoning for their answer. This study is being conducted at the University of Tennessee at Chattanooga (UTC) by Colin Thompson and Dr. Randy Evans. The purpose of this study is to examine the level of student participation in UTC athletic events.

Participant Section: Your participation in this study is voluntary. You are free to stop answering questions at any time or to decline to answer any question you do not wish to answer for any reason. You are being asked to participate because you were approached to answer questions anonymously and voluntarily.

Explanation of Procedures: The questionnaire(s) will take about 3 minutes to complete. There are no foreseeable risks or direct benefits to you if you choose to participate in this study. The information gained from this research may benefit others in the future. This survey is anonymous. Do not include your name or any of your contact information in your responses to the survey. No one will be able to identify you or your answers. You will be asked a question about your participation in UTC athletic events and your reasoning for the answer that you provide to the researcher.

Discomforts/Risk: Your participation in this study is voluntary. You are free to stop answering questions at any time or to decline to answer any question you do not wish to answer for any reason. If you stop the survey before the end, your previous answers will be maintained by the investigator. After you answer the survey, we cannot remove your responses because it will be recorded on an audio device.

Confidentiality: Any information obtained in this study will be kept confidential since this study is anonymous. Interviews will be audio-recorded, the researcher will take notes, and the participant's comments or answers will only be used for the purpose of the research. The identity of the interviewee will remain anonymous.

*APPENDIX B: Times Press 1958 Article**Batting 'em out*

Most Popular Team

The question of whether this year's UC team is the best ever, or whether it was '27, '31, '41, or '52, is all a matter of opinion. But the 1958 Moccasins earned their niche in history with the triumph over Tennessee Saturday. And this year's club is certainly the most popular. Never before have so many followed the Moccasins out of town as they did to Knoxville Saturday.

At long last, people here seem to have adopted the Moccasins as their own, regardless of whether they are or were University students. That has been a sore spot with many loyal followers for so long. Unlike a lot of other cities, the townsfolk hadn't been solidly behind the team as a representative of the whole city, not just the school. But now it's different.

Let's hope the increased enthusiasm is permanent and the followers aren't "front-runners!"

Holiday Declared At School After Moccasins Win Over Vols First Time

Holiday Declared at School After Moccasins Win Over Vols First Time; 'My Greatest Thrill' Scrappy Declares

By ALLAN MORRIS

News-Free Press Sports Writer

They said it couldn't be done—that Chattanooga could never beat Tennessee! But it could happen and did! After years and years of trying, the Moccasins responded with an impressive 14-6 triumph over the Vols at Knoxville Saturday, and today they are the toast of the town.

A holiday has been declared at the university. Largest crowd to ever follow UC out of town—an estimated 2,000—who went by special train and busses, cars and planes, sensing an upset in the making—cheered the locals on to their mightiest perform-

The Score Card

UC UT

FIRST QUARTER

No scoring.

SECOND QUARTER

14:10 Green scored from the 1. Waller kicked the extra point. 7 0

THIRD QUARTER

No scoring.

FOURTH QUARTER

10:10 Hill scored from the 1. Waller kicked the extra point. 14 0
14:55 Eiler passed 36 yards to Stephens for a touchdown. Eiler's kick was blocked. 14 6

ance. Students tore down the goal posts in the traditional "to the victor goes the spoils" demonstration and this touched off a full-scale 90-minute riot.

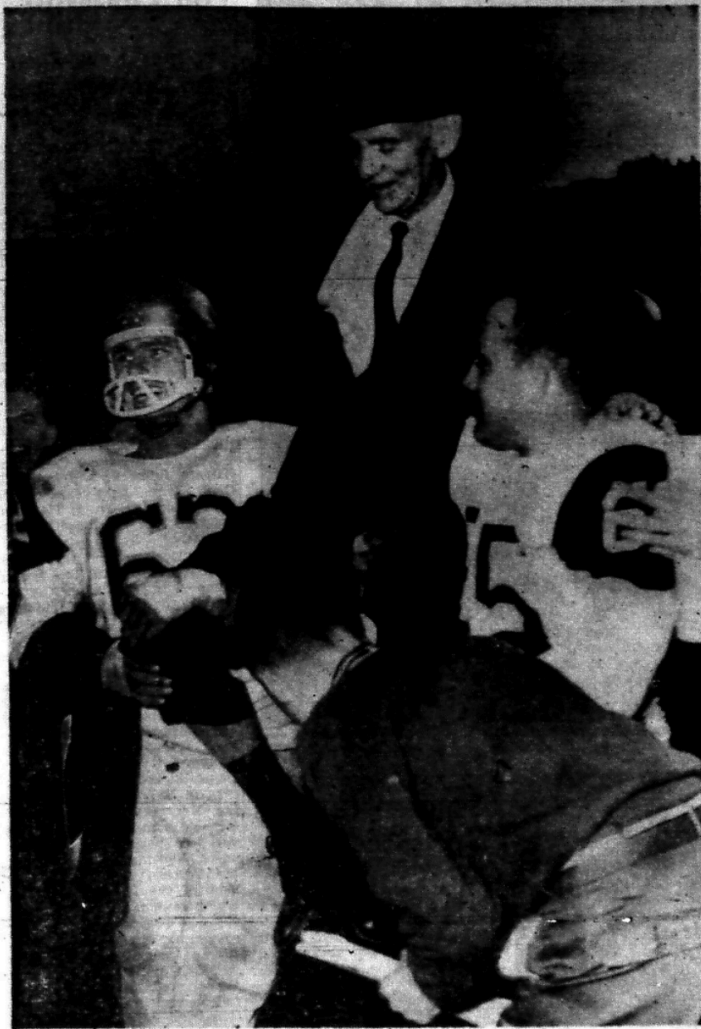
While this was going on, the Moccasin players were whoopin' it up in the dressing room and Coach Scrappy Moore was receiving congratulations from dozens of well-wishers.

"Yes, this is the greatest thrill I've ever had in my athletic career," he said. It's a career that covers nearly 40 years as a player and coach in football, player and manager in professional baseball. "I'm proud of all the boys... more so than anytime before in my 27 years as head coach here."

"I had hoped to use some more boys in the last minutes, when we had a 14-0 lead," Moore added, "but there was so much confusion on the sidelines, when the people were milling about, I couldn't get them in."

Moore was given a ride off the field as were Johnny Green and Jerry Arnold, two standout players.

"It was a great team effort," said line coach Andy Nardo with



A RIDE FOR SCRAPPY—Guards Bob Boyd (62), left, and Jim Maclin (65), right, give victorious Chattanooga Coach Scrappy Moore a ride off the field on their shoulders after the Moccasins defeated Tennessee at Knoxville for the first time in history Saturday afternoon.—(Staff photo by Bill Truex.)

Statistics

First Down:	UC	UT
Rushing	9	7
Passing	5	3
Penalties	8	2
Total First Downs	14	8
Yards Gained (Net):		
Rushing	130	64
Passing	117	74
Total Yards Gained	247	138
Passes Attempted	20	9
Passes Completed	12	4
Passes Intercepted By	1	0
Yards Intercepted Passes	0	0
Punts	7	9
Average Yards Punt	23	27
Yards Punt Returns	24	6
Kick-offs	3	2
Kick-off Yards	113	61
Yards Kickoff Returns	18	23
Balls Lost On:		
Fumbles	2	1
Downs	2	0
Blocked Kicks	1	0
Penalties Yards	70	25

INDIVIDUAL RUSHING

UC	Runs	Yds	UT	Runs	Yds
Butler	12	62	Sellers	4	27
Abercrombie	13	56	Majors	11	30
Green	18	11	Smith	7	11
Cook	7	10	Fidler	1	2
Hill	4	6	Eiler	6	—4
May	3	8			

PASSING

UC	No.	Yds	UT	No.	Yds
Green (C)	20	12	0	117	
Eiler (T)	6	3	0	59	
Majors (T)	2	1	1	13	

RECEIVING

UC	No.	Yds	UT	No.	Yds
Wilkes	5	43	Armstrong	2	24
Butler	4	47	Stephens	1	24
Tucker	3	19	Leake	1	24
Abercrombie	4	4			
Hill	1	4			

America, now a student coach, also came by to offer congratulations.

When Moore saw and heard of the fracas at the opposite end of the park, he warned all his players not to go near.

The game itself was relatively clean, with few penalties (although some thought there were some too quick whistles) and no players on either side were in the aftermath.

A portion of the torndown goal post was brought back to Chattanooga on the team bus and is now a prized possession in the local school archives. . . A scattering of greeters welcomed the bus back (although few regulars were on it, and most of the fans were along at Knoxville anyway).

The Monday Morning Quarterback Club is giving all of the Moccasins who played special engraved gold footballs for their efforts.

Tampa's two losses have been to VMI (by one point) and Florida State (by 42-0). . . The Spartans conquered Jacksonville Saturday 12-6.

Big gun of the club is Moos Green, 250-pound fullback.

Bonfire, Pep Rally, Dance Help Mocs Work Up Steam

Bonfire, Pep Rally, Dance Help Mocs Work Up Steam

Some 350 University of Chattanooga students, roaring "Beat Tennessee," snake danced through downtown streets Thursday night in an hour-long display of backing for the Moccasons.

The undergraduates moved traffic and pedestrians aside as they whipcracked down Seventh Street to Broad, across to Ninth and thence to Georgia.

and back up Georgia and Moccasons' Callie to the university.

The exuberant crowd, which had police escort and supervision all the way, jumped off from a bonfire and pep rally at Chamberlain Field.

Focal points of the rally in town was the corner of Market 1956 and Seventh streets, where the enthusiastic Moc fans halted long enough to hold a second but seemingly even-louder rally.

"Want to go to school Monday?" asked head cheerleader Ann West from the overhanging ledge of the Hamilton National Bank.

"No," the answer came rolling back. (Students have been promised a day off if Chattanooga beats Tennessee Saturday.)

"Then let's hear some noise," and noise she got, the yells reverberating off the tall building at her back and reverberating in the ears of passers-by.

From there the group headed and for the Tivoli Theater, but acts forewarned employees there and at the Rogers managed to effectively bar them from entrance.

A few managed to gain the interior of the Dixie Theater and disrupted a news broadcast hit at radio station WDXB, where an announcer vainly protested. "We've already picked UC to beat UT."

An attempt was made to enter the Memorial Auditorium and lead wrestling fans in cheers for the Mocs, but police barred the way.

Frustrated, the students finally headed back to the university, where they dispersed. But as one commented, "If our team can put as much enthusiasm into the game Saturday as this crowd did tonight, the Vols are in for a rough day."

Rossville Press-News

MAXWELL TAKES LEAD AT ATLANTA

His 2nd Round 64 Shaves Course Record by 3 Shots, Nets 136

ATLANTA (AP)—Texan Billy Maxwell, a sure shot with a putter, fired an amazing 8-under-par 64 over the challenging Cherokee Country Club course Thursday to take the lead with 136 at mid-point of the Atlanta Open Golf Tournament.

The round broke the course record by three strokes.

Billy the Kid, a boyish looking 29-year-old Odessa pro, said everything was going for him, particularly on the greens during what he called his best putting round ever.

The stocky Maxwell carded eight birdies, four of them in a row, over the tough, new 7,004-yard par 72 course mostly on the strength of his putts which dropped from all over the rare bent grass greens. He had 26 putts, 14 on the front nine and 12 on the back side. He shot a 72 Wednesday.

Collins Is Next at 138

Challenging Maxwell's lofty position after 36 holes of the 72-hole, \$25,000 tournament, was Baltimore pro Bill Collins who had 138 after shooting a 70 to go with his co-leading first round 68.

Four strokes off the blistering pace with 140 was Julius Boros, swathy Mid Pines, N. C. pro and seventh ranked PGA money winner for the year. He registered a solid 66 to go with a first round 74.

Billy Casper, big, powerful

UC Finally Downs Orange After 51 Years of Trying

UC Finally Downs Orange After 51 Years of Trying

Green, Abercrombie and Butler Lead Team In Fight That Proves Its Superiority Over Opponents Most of the Way

From Page One

rioting. Mayor Olgiati and Hamilton County Sheriff Bookie Turner later pleaded in vain at the police station for release of the UC students.

Chilled and thrilled Chattanoogaans in the thousands were among the 20,200 fans that saw the Orange Vols fall ingloriously to their fifth defeat of the season while Chattanooga spectacularly won No. 5 against three losses.

When the game was over it was feared the fans would awake and find their reverie a nightmare as it had been 26 out of the 28 times the little Chattanooga school had met the giant of state football, Tennessee.

But it was a dream come true, "the" year in which it is always said, "We'll get them next."

When the Chattanooga fans pinched themselves and found they were not dreaming they

STATISTICS

	Chatt.	Tenn.
First downs	14	8
Rushing yardage	130	64
Passing yardage	117	74
Passes	12-20	4-8
Passes intercepted by	1	0
Punts	33-1	2-7
Fumbles lost	1	0
Yards penalized	55	25

took over this 50,000-seat stadium and reveled in the glory of their gallants.

They tore down the steel goal posts. They massed at the stadium gates in such force that fist fights broke out. More police were called to disperse the crowd. That didn't work and a fire company was summoned and giant streams of water played on the hillside to the north to scatter the spectators.

In the crush some spectators were hurt. Ambulances noisily joined the melee. Giant firecrackers went off, their booms bouncing off the concrete horse-shoe walls.

Tear gas bombs finally were thrown.

A whirlwind swirled a ton of paper through the seats and swished smarting rays into eyes of hangers on.

But the storm had already hit.

10 FANS ARE HELD IN KNOXVILLE JAIL

Charges Listed—Expected to Make Bond Before Daylight Today

Special to The Chattanooga Times

KNOXVILLE — Ten fans taken to Knoxville city jail after Saturday's rioting and charges placed against them were:

Thomas M. Hickey, UT student from Chattanooga, drunk and disorderly. (Bystanders identified Hickey as the man in the patrol wagon whom the Chattanoogaans tried to "rescue" from police).

Harry D. Mansfield, Chattanooga, malicious mischief and destroying city property.

Robert E. Swafford, Maryville, felonious assault and inciting a riot.

Robert H. Bartlett, Chattanooga, drunkenness, disorderly conduct and resisting arrest.

Lester I. Lessig, and John William Loveday, both of Chattanooga, disorderly conduct and refusing to move on.

James A. McCord, Chattanooga, malicious mischief and inciting a riot.

Charles W. Wiseman, Chattanooga, drunkenness.

John N. Starnes, Piney Flats, Tenn., drunkenness and resisting arrest.

Jerry Cooley, Nashville, disorderly conduct, refusing to move on and resisting arrest.

All were expected to post bonds before daylight Sunday.

Bus Brings Home Goal Posts

7-14
6-6
ck)
Enter

Majors into throwing one of Tennessee's four incomplete passes. The play came in the tackle Dan Sheehan (60) and

BUS BRINGS HOME GOAL POST PIECES

From Page One

"they must be in the Knoxville jail."

The long wait for the bus arrival and drizzling rain cut the size of the welcoming crowd. Some started arriving on the scene around 8 p.m., and others left after waiting more than an hour. The bus arrived at 9:20.

Someone in the crowd suggested the school place the goal post in cement in front of the Commons building as a lasting monument to the victory.

The special train that took more than 400 Chattanooga fans to and from the game arrived at 8:05 at Terminal Station.

There again the crowd had had time to settle down from the excitement of three hours earlier.

There were a few loud cheers and occasionally one would remark . . . "the score should have been 36-0" . . . "those officials robbed us every time we turned around" . . . Chattanooga really played a great game."



A PLEASED UO PRESIDENT LOCKMILLER

APPENDIX C:

MOC POLL: *In The Spirit*

Where is all the school spirit?

This problem is one UTC has had to contend with for a while now, according to some concerned students who completed the survey.

A link can be detected between the lack of student involvement and the fact that this university consists largely of commuter students. Many of these students are, for the most part, on campus just long enough to attend classes. Night or weekend activities are evidently not deemed significant or fun enough to lure them back to campus.

Another hindrance to campus involvement derives from the fact that many students work. Sixty-nine percent of survey participants work either full- or part-time, seriously putting a damper on the student's social life.

Concerned students suggest that higher quality entertainment and activities be offered to entice commuters to assume a more active role in campus events.

As one student expressed, "This is a good school. I looked at a lot of universities. Chattanooga doesn't appreciate UTC." Maybe appreciation needs to begin at home.

In the Spirit

How do you prefer to spend your leisure time?

7% studying	16% watching tv
8% going to movies	39% sports/outdoor activities
6% watching MTV	9% reading
14% none of the above	

What is your favorite junk food?

19% hamburgers	52% pizza	8% tacos
8% fried chicken	12% none of the above (a real tasty item)	

Which of these magazines do you prefer to read?

22% news	21% entertainment	24% fashion
17% sports	3% outdoors	3% gossip
8% science		

Which of these movies best exemplifies your taste?

24% St. Elmo's Fire	30% Beverly Hills Cop
8% Pee Wee's Big Adventure	6% Fletch
28% none of the above	

My high school education prepared me adequately for college

A. 19%	B. 41%	C. 7%	D. 21%	E. 11%
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I am receiving a quality education at UTC

A. 13%	B. 60%	C. 14%	D. 8%	E. 4%
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I support a proposal to raise UTC admission standards

A. 21%	B. 25%	C. 20%	D. 17%	E. 17%
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Why did you attend UTC?

20% nothing else to do	7% parents want you to
46% to get higher paying job	4% peer pressure
40% other	

Education and UTC: Do They Mix?

Why are you attending UTC?

Are you receiving a quality education?

Were you adequately prepared for college?

Should UTC raise the admission standards?

As a student you are investing your time and money into the University of Tennessee at Chattanooga. Are your investments paying off?

Preparation for college can influence why you attend an institution of higher education and how well you perform once you are admitted. Controversy arises when it must be decided how important high school preparation is, or whether a student can only adapt to the college environment through the actual college experience. These factors determine how high a school should set its academic standards. Will raising the standards prevent potentially successful college students from going to school or will higher standards promote a more quality education for the students enrolled?



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