



From FIFA to the Pitch: Ethics in Soccer

1st Daniels Fund Ethics Initiative at UCCS
Ethics in Sport Panel Discussion

October 8, 2015

University of Colorado Colorado Springs



University of Colorado

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Chapter 1. Introduction

Sport encompasses many opportunities for the application of ethics, whether you are playing, refereeing, coaching, or are involved in the management of a sport organization. It is easy to venture down a road of unethical decisions because at its core, sport competition is about winning. Sport is also big business, growing at a pace greater than GDP growth of most nations (Collignon and Sultan 2014). The global market for the sports industry was valued at \$80 billion in 2014; this includes revenues from tickets, media rights, and sponsorships. When sales of sporting goods, apparel, equipment, and health and fitness spending are added in, the total jumps to \$700 billion (Collignon and Sultan 2014). Worldwide soccer (football) revenues alone constituted \$35.3 billion in 2013.

In 2006, around 4% of the world's population is directly involved in soccer according to a survey conducted by FIFA, the Fédération Internationale de Football Association (FIFA 2007). When including unregistered occasional players and futsal and beach soccer players, there were 265 million youth and adults playing soccer. The number of registered female players increased 54% since 2000 (4.1 million) and 10% of all players are women. Worldwide, there are over 300,000 clubs and 1.7 million teams. During the 1st World Summit on the Ethics in Sports (World Forum for Ethics in Business 2014), then FIFA President Mr. Joseph S. Blatter described the worldwide impact of soccer,

“In football we face challenges. We face challenges because we have 209 national associations and we have 300 million, 300 million active participants in our sport around the world: players, coaches, referees, all those that are on the field of play. Together with their families, we have 1.2 billion people. It's the sixth part of the world's population that is directly or indirectly connected with our sport.” (p.54)

Given the breadth and scope of individuals and organizations involved in soccer, an open discussion on the ethics in soccer is due. With the Daniel's Fund Ethics Initiative at UCCS, the College of Business Sport Management Program sponsored four panelists from the world of soccer to Colorado Springs to discuss ethics in soccer on October 8, 2015. Housed in the College of Business, the Sport Management program at UCCS prepares students to pursue business careers in Olympic movement, collegiate, or professional sports. The 2015-16 academic year brings the launch of a new career path opportunity with the establishment of a Soccer Management track developed in partnership the Colorado Rapids Major League Soccer club.

Daniels Fund Ethics Initiative at UCCS – A Regional Resource for Ethics in Sport

The Daniels Fund Ethics Initiative (DFEI) at UCCS is a resource for principle-based ethics education, serving students, educators, and business community. The College of Business at UCCS is one of the eight original participating schools in a five-year pilot program by the Daniels Fund. The Daniels Fund, established by cable television pioneer Bill Daniels, is a private charitable foundation dedicated to making life better for the people of Colorado, New Mexico, Utah, and Wyoming through its grants program, scholarship program, and ethics initiative. Based on Bill Daniels' personal commitment to ethics and integrity, the Daniels Fund Board of Directors established the Ethics Initiative in 2009 as a five-year pilot. Due to its success during the pilot phase, the Ethics Initiative was renewed in 2014 for an additional five years (2015–2019) and expanded the number of partners to include ten business schools and one law school.

Bill Daniels felt that principles are constant foundations — not relative to a specific situation — and that doing what is right prevails over self-interest when the two may appear to be in conflict. The ethics initiative promotes practical application of principle-based principles in the curriculum, provides student opportunities to practice ethical leadership and ethical decision-making, and engages the business community all while encompassing the following eight principles:

- **Integrity - Act with honesty in all situations**
- **Trust - Build trust in all stakeholder relationships**
- **Accountability - Accept responsibility for all decisions**
- **Transparency - Maintain open and truthful communications**
- **Fairness - Engage in fair competition and create equitable and just relationships**
- **Respect - Honor the rights, freedoms, views, and property of others**
- **Rule of Law - Comply with the spirit and intent of laws and regulations**
- **Viability - Create long-term value for all relevant stakeholders**

Bill Daniels understood there was a greater meaning behind sport management. In 1980, he made the very personal and ethical decision to repay with interest every stakeholder affected by the bankruptcy of the Utah Stars. UCCS holds unique position to continue the legacy of Bill Daniels as a regional resource for sport ethics. Colorado Springs is a hub for sports with more than 57 national and international sports organizations based in the region including the US Olympic Committee and 23 USA national governing bodies. Colorado Springs is also home to the Rocky Mountain Athletic Conference (the governing organization for NCAA Division II sports in Colorado, New Mexico, Utah and Wyoming), Colorado Springs Sky Sox an AAA baseball club and the Switchback United Soccer League.

The topic of sports is one that holds strong interest for our student population. We have found over the past five years that we have stronger student interest, attendance, and participation in sport themed lectures and workshops and we see that there is a need to address some of the ethical issues. Sport is something that the students can relate to and so it provides an opportunity to have a dialogue about ethics and ethical leadership in an organization or a business. To continue to serve as a resource for sport ethics, the Daniels Fund Ethics Initiative at UCCS will continue to provide workshops on ethics in sport to the community. Multiple populations will benefit from the Ethics in Sport resource at UCCS including:

- High school and college students would have access to resources for how to respond appropriately to ethical issues in sports.
- Higher education faculty would benefit by having access to sport specific resources to incorporate into courses and workshops related to ethics in sports.
- Coaches and administration in secondary and higher education, as well as youth sports, could utilize materials designed to educate parents, players and fans of ethics in sports.
- Sports organizations would be able to reference resources on addressing ethical issues unique to their industry.

Ethics in Soccer Event Overview

The DFEI at UCCS and the Sport Management program in the College of Business at UCCS co-sponsored a series of events on October 8, 2015 titled *From FIFA to the Pitch, the Ethics of Soccer*. These events highlighted the sport management program, the soccer management track, the DFEI at UCCS, and the role of those who work in the sport industry. The goal was to assemble a diverse panel of industry participants that can discuss ethical issues at different levels and perspectives of the sport. (See Appendix A for biographies of the panelists.) These panelists shared experiences as managers, coaches, and players at the team, soccer league, or governing bodies of the sport:

Jill Ellis - USA Women's National Team and World Cup Champion Head Coach

Robert Elstone - CEO Everton Football Club, Liverpool, England

Eric Wynalda - FOX Sports soccer analyst and US & MLS player

Padraig Smith - Sporting Director, Colorado Rapids UEFA Financial Fair Play



1-1 Arrival of Panelists to UCCS

The day began with students from the Sport Management program and from the UCCS chapter of the Student Center for Public Trust greeting the panelists at the entrance to Dwire Hall. Four Sport Management students served as ambassadors for each of the panelists. After a brief tour of the Sport Management suite at Dwire Hall, the panelists, UCCS faculty, and invited UCCS students gathered informally for a brunch.



1-2 Panelist Brunch with UCCS students

A student workshop was at the Upper Lodge on the UCCS campus from 11:30 a.m. to 1:20 p.m. An evening community panel discussion was at the Garden of The Gods Club in Colorado Springs from 5:30-8 pm. Both events were interactive, as attendees were encouraged to use their phone to answer polls on ethical issues that the panelists will discuss. (See Appendix B: Audience Polling Questions for the polling questions and responses.) During the two events, 283 students, educators, business/community leaders, high school coaches and athletes learned of ethics in soccer. After each event, a survey was sent to all those attending to gather feedback on the discussions and seek input on future topics on the ethics of sport. (See Appendix C: Feedback Survey)

Participant feedback includes:

“With the recent events concerning the lack of ethics in sports figures, this panel displayed and spoke with authority on the importance of being honorable and holding up integrity as an important factor in holding their people accountable.”

Student feedback includes:

“It was shown that ethics is a big part of all organizations and all lines of sport. I heard real world stories and can learn from what the panelists did correctly and what they could have changed.”

“I think it says a lot for the program that you put this together for your students and offered it to the community. Kudos to all involved.” and “Participating in the event has given me a stronger appreciation of the Sports Ethics program at UCCS and the need for developing leaders with a strong ethical foundation.”



1-3 Jill Ellis with UCCS 2015 Women's Soccer Players

Between the student workshop and community events, the panelists held a meet-and-greet on Alpine Field on the UCCS campus. The panelists signed autographs, signed UCCS soccer jerseys, and made free kicks into the soccer goal with the UCCS soccer team.

The learning objectives of the **From FIFA to the Pitch: The Ethics of Soccer** events were:

1. Identify issues of sports ethics incurred in the actual operation of sports clubs and venues but are not typically apparent to individuals not directly involved with the management of the game.
2. Learn the ethical standards for those charged with management of clubs, leagues, or events associated with soccer.
3. Understand the potential consequences of unethical actions at both the individual employee level and the club level.
4. Identify the long-term positive consequences of adopting ethical behavioral policies for both individual employees and clubs.
5. Understand the decision process by which ethical decisions are made at various levels within the club or organization.
6. Internalize this information to develop a personal decision process model can apply when facing ethical issues in sport.

The ethics events offered an opportunity for students to gain a better feel for the real world of sport management. Eric Olson described impact on students as: "They get to start thinking about issues that they may not have encountered. If you get involved with a sport, it's not just about players and customers, there are leagues and media and government agencies and legal issues that have to be addressed as well as ethical. It gives them a good exposure to things they may not pick up in the classroom and they certainly wouldn't pick up as a young intern" (Toman 2015).

Publication Overview

This proceedings explores the ethics in soccer and documents the discussions during the “From FIFA to the Pitch: Ethics in Soccer” events. To aid in student learning, Sport Management students acted as recorders for the event and interviewed each panelist to prepare summaries that address the ethical issues related the soccer industry. The students do not receive course credit and their contributions to the proceedings are voluntary. Prior to the day of the events, the group researched ethics in sport, current ethical issues in soccer, and questions for the panel. Contributors include undergraduate Sport Management students Cole Dougherty, Jacob Hopkins, Consuelo Mendez, Connor Pabich, Griffin Shuler, Samuel Statton, and MBA candidate, Bobbi Ullman.

The purpose of the proceedings is to disseminate the learning of ethics in soccer to students, educators, and the community. We begin with an introductory chapter on ethics in soccer to provide context for examining ethical in sport – including defining “ethics”, mapping ethical issues in soccer, describing the role of an ethical leader in sport and presenting an ethical decision-making framework. Subsequent chapters describe the student workshop and community panel discussions. In sharing the panel’s stories, we hope that further dialogue on the in ethics in sport ensues. The final chapter outlines the next steps for individuals and organizations to prevent and address ethical issues in soccer.



1-4 Student Contributors

Chapter 2. Ethics in Soccer

While soccer, or fútbol, has been a popular sport worldwide for generations, the United States has embraced the sport from youth development to the professional leagues in recent years. According to a 2014 ESPN poll, 18 percent of youths aged 12-17 have chosen soccer as their favorite sport, matching major league baseball for the first time since the ESPN poll began twenty years prior (Bennett 2014). Moreover, where the fan numbers increase, so will the financial success and viewership of soccer will increase as well. In late fall of 2015, NBC paid almost \$1 billion to renew their rights to broadcast Premier League soccer through the 2021-2022 season (Sandomir 2015). As the fan and financial interest in soccer continues to grow, so do the ethical violations and media scrutiny of individuals and organizations involved in soccer scandals.

This chapter explores ethics issues and leadership in soccer. Ethics can mean “the discipline dealing with what is good and bad and with moral duty and obligation” or “the principles of conduct governing an individual or a group” or “a guiding philosophy” or “the decisions, choices, and actions (behaviors) we make that reflect and enact our values” (2015a; 2015b). Ethics refer to how people rely on values and principles in determining right from wrong. Business ethics relates to rules, principles, and standards for deciding what is morally right or wrong when doing business (Ferrell, Fraedrich, and Ferrell 2013). Ethical issues occur when choosing between alternatives that conflict with an accepted value, principle, or standard or that has the potential to harm others (Jones 1991).

Mapping ethical issues in Soccer

Focusing on sports players, sports ethics emphasizes concepts of fair play and good sportsmanship (Whysall 2014). Many times, ethics in sport can be broken down into two categories-Gamesmanship and Sportsmanship. Gamesmanship in sport is “the attempt to gain competitive advantage either by an artful manipulation of the rules that does not actually violate them or by the psychological manipulation or unsettling of the opponent (or sometimes the officials), whether this be by intimidation, nondisclosure of information, outright deception, or the first alternative (instrumental use of the rules)” (Howe 2004p 213). Often in soccer, manipulation of the rules such as simulations or falls and time management in running out the clock are just part of the game. A 2014 study of gamesmanship beliefs of 250 high school coaches and 273 athletes from a rural Midwestern state in the United States finds significant differences between athletes and coaches on the acceptability of some questionable rules manipulation (Strand 2014). While more than half of the coaches and athletes found the activities unacceptable, Table 2.1 lists soccer activities that coaches and athletes differed.

Table 2-1 Acceptability of Rules Manipulation in Soccer

Activity	% Believing Acceptable	
	Coach	Athlete
A coach orders a player to “attack” a pre-existing injury of the top scorer on the other team.	5.6%	17.6%
A player trash talks the defender after every score by demeaning the defender’s skill.	2.8%	18%
After scoring, a player does an elaborate showboat dance in front of the opponent’s bench	0.4%	18.7%

A coach argues with an official intending to intimidate or influence future calls.	14.5%	25.7%
In soccer, during a penalty kick, a goalie, hoping the referee will not call it, deliberately violates the rules by moving forward three steps past the line before the ball is kicked.	4.8%	14.0%
In soccer, a player deliberately fakes a foul hoping the best player on the other team will be red carded and removed from the game.	4.0%	19.0%
While on the bench, players boo, taunt and jeer opponents.	0.4%	14.0%
In a high school game, a parent continually screams coaching instructions at his own child.	1.2%	19.5%
At a youth soccer game, a parent yells insults at players whenever they make a mistake.	0.0%	9.1%

Source: Table 1: Percentage of High School Coaches and Athletes Who Believe the Statement is Clearly Acceptable or Acceptable from Strand, Bradford (2014), "A Comparison of Gamesmanship Beliefs of High School Athletes and Coaches," *International Journal of Sport & Society*, 4 (3), pp 49-50.

On the other hand, Sportsmanship, including the notion of fair play, revolves around the idea of playing for the joy of sport, following the rules and demonstrating good character on and off the field of play. American soccer legend and World Cup Champion Mia Hamm said, "Failure happens all the time. It happens every day in practice. What makes you better is how you react to it" (Hamm 2000). As we examine the gamesmanship and sportsmanship in today's soccer climate, we will note how ethics in soccer is viewed from both the individual and organization's perspectives.

Player's Cheating: While many players might balk at the idea of admitting to a handball during a game, especially one where the referee did not witness the handball in question, a handball is in fact against the rules. Yet many times players are encouraged to see what they can get away with as a part of the game. What sort of lesson is being taught to players worldwide when the concept of 'it's not cheating if you don't get caught'? One of the ethical implications of ethics in soccer is the underlying idea that the character of players, especially at the youth level, is in danger of falling victim to cheating as part of the game.

Dr. Hugh Upton poses an interesting question on why cheating seems to be acceptable behavior in sports, asking "we might ask whether we (spectators, coaches, players and others) want teams to be composed of the kind of people who will be disposed to cheat on some occasions, or the kind who will be disposed to play always within the rules., describing handballs in soccer as an unpremeditated act that is against the rule and therefore cheating to obtain an advantage" (Upton 2011 p. 173). Upton explains why there is a culture of cheating in team sports as being loyal to the team and fans. He says, "Perhaps people find games such as football more competitive and more exciting with an element of cheating, rather than with none at all" (Upton 2011p. 173).

Player's Tax/Financial Misconduct: FC Barcelona player Neymar Jr. had \$47 million worth of assets frozen by a Brazilian judge in September of 2015 as a result of allegedly missing tax payments to the tune of \$15.1 million between 2011 and 2013 (Phillips Erb 2015). The missing payments were tied to Neymar's transfer from to FC Barcelona. "The transfer helped Neymar climb the ranks of the soccer elite: in 2015, Neymar was ranked #82 on Forbes' Celebrity 100 list and #23 on Forbes' list of the World's Highest Paid Athletes racking up \$14 million in salary and \$17 million in endorsements last year alone" (Phillips Erb 20154).

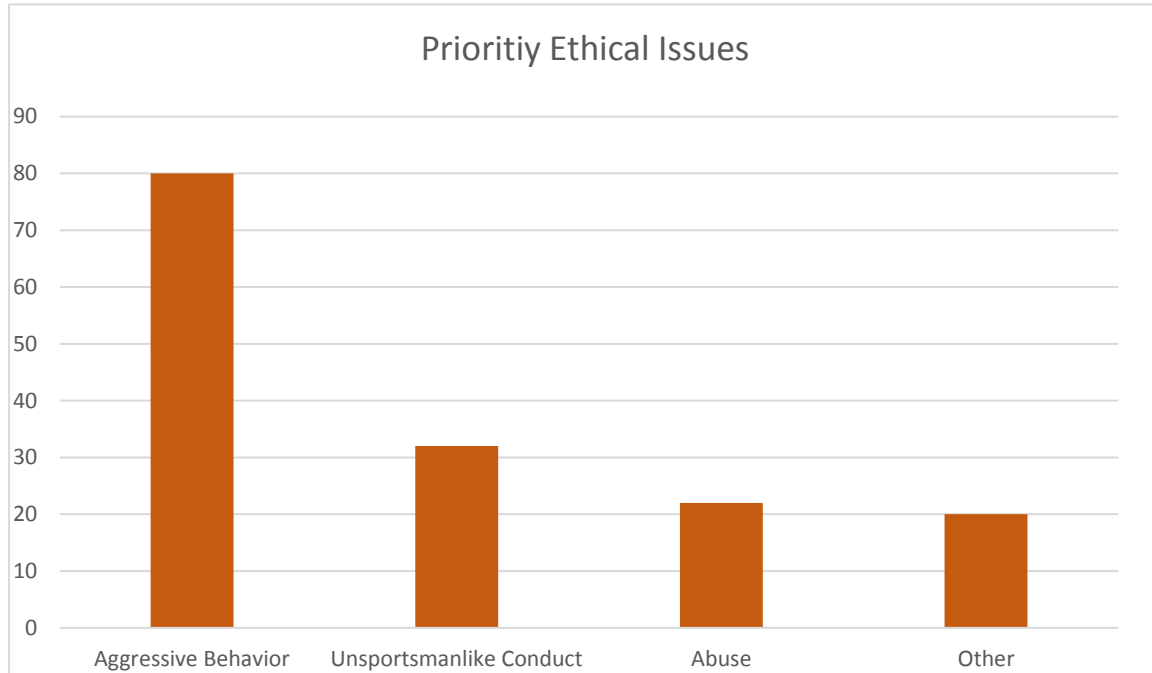
Coach Abusive Behavior: In addition to ethical violations off the pitch, on the field issues include coach abusive behavior towards players and staff. A soccer coach can influence the wellbeing of their athletes. Coaches that berate, yell, and criticize players lead to a team filled with nervousness, frustration and a feeling of unworthiness (Ferranti 2015). An example of a coach abusing staff is when in August 2015, Chelsea Dr. Eva Carneiro's was disciplined and allegedly verbally abused by Manager Jose Mourinho for aiding an injured player on the field. Carneiro and another medical professional for Chelsea treated player Eden Hazard after asked by the lead referee against Mourinho's wishes (Burt 2015). Carneiro was obligated to treat a player under the General Medical Council Good Medical Practice guidelines whether their employer wants it or not (Sam 2015).

Trafficking in Football and Trafficking through Football: In West Africa, underage players are being allegedly trafficked to a new soccer club in Laos in violation of FIFA rules that prohibit movement of foreign players to a club or academy until they are eighteen (Edwards 2015). FIFA 2010 Regulations on the Status and Transfer of Players allows three exceptions to this rule:

- a) The player's parents move to the country in which the new club is located for reasons not linked to football.
- b) The transfer takes place within the territory of the European Union (EU) or European Economic Area (EEA) and the player is aged between 16 and 18. In this case, the new club must fulfil the following minimum obligations:
 - i. It shall provide the player with an adequate football education and/or training in line with the highest national standards.
 - ii. It shall guarantee the player an academic and/or school and/or vocational education and/or training, in addition to his football education and/or training, which will allow the player to pursue a career other than football should he cease playing professional football.
 - iii. It shall make all necessary arrangements to ensure that the player is looked after in the best possible way (optimum living standards with a host family or in club accommodation, appointment of a mentor at the club, etc.).
 - iv. It shall, on registration of such a player, provide the relevant association with proof that it is complying with the aforementioned obligations.
- c) The player lives no further than 50km from a national border and the club with which the player wishes to be registered in the neighboring association is also within 50km of that border. The maximum distance between the player's domicile and the club's headquarters shall be 100km. In such cases, the player must continue to live at home and the two associations concerned must give their explicit consent (FIFA 201020-21).

Bribery: In 2015, scandals in the FIFA organization resulted in the lifetime ban of former FIFA Vice President Jack Warner. "In his positions as a football official, he was a key player in schemes involving the offer, acceptance, and receipt of undisclosed and illegal payments, as well as other moneymaking schemes," said the FIFA ethics committee (Robinson 2015 Para. 2). A FIFA ethics committee found a cover up of a referee missed call during the 2010 World Cup game between France and Ireland. In 2015, FIFA admitted to paying Ireland \$7 million in a secret agreement not to go to court over Ireland's elimination in the 2010 World Cup (Johnson 2015). Facing nine indictments of senior officials and the resignation of its president Sepp Blatter in response to a US investigation into alleged bribery and corruption charges (Johnson 2015), FIFA has become center in the media spotlight.

Aggressive Behavior: While all of these ethical issues are relevant to the ethics in sport, a UCCS survey of 65 organizations involved in sport in the Front Range region of Colorado indicated that the ethical issues that most concern them includes aggressive behavior (coach, player, fans), unsportsmanlike conduct (winning at all costs), and abuse (physical, verbal, emotional, bullying, harassment, and hazing). See Figure 2.1 for the priority topics of Front Range Sport Organizations. Other issues included doping, misuse of funds, and discrimination.



2-1 Priority Topics of Front Range Sport Organizations

Ethical Leadership in Soccer

Leaders play a critical role in creating the ethical culture of an organization because their actions determine what constitutes ethical behavior in the workplace or in sports. Brown, Treviño, and Harrison (2005) define ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (p. 200). In the *Ethical Leadership in Sport*, author Pippa Grange indicates that an ethical leader should be able exhibit the following:

- Good leaders act decisively to fix what they know is wrong. They face reality and don’t shy away from the hard conversations. But power and influence in leadership do not have to rely on old-school command and control systems that close off discussion. Open, transparent communication is often much less risky in terms of trust.
- Good leaders invest time and resource in building the capacity of those around them to do well on ethics and avoid being seduced into the guru role (Grange 2014 p. 117).

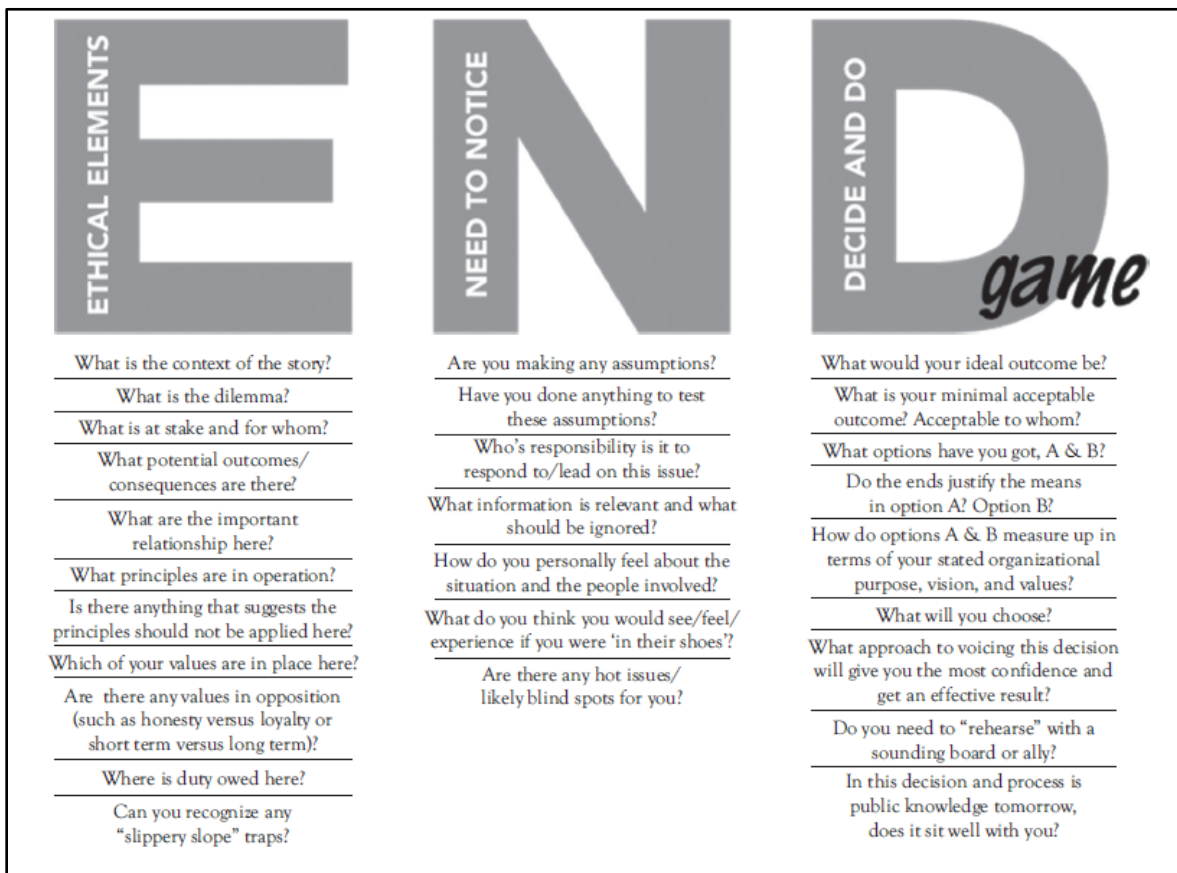
Ethical leadership in soccer is necessary in order to maintain the integrity of the sport and model appropriate behavior from the top down. "Unethical behavior threatens all of the positive benefits and can also result in penalties from various governing bodies, legal liability, loss of reputation, and damage to the university’s brand that may further harm the institution”

(Greenwell et al. 2013 p. 175). The key to sustaining ethical behavior requires going beyond compliance. Administrators, coaches, and athletes must take steps to prevent unethical and illegal conduct from arising in the first place, while simultaneously strengthening organizational values and accountability through the implementation of codes of conduct.

Ethical leadership is not just up to the coaches and administrators as team captains can play a vital role in modeling appropriate behavior on and off the pitch. "While coaches and administrators often look to team captains to be role models for their peers, team captains look to coaches and administrators for support and evidence codes of conduct are being upheld. In other words, team captains rely on coaches and administrators to communicate codes of conduct, which captains can reinforce thereby perpetuating an ethical team culture (Greenwell et al. 2013 p 185).

Ethical Analysis

In order to better understand the implications of soccer’s individual and organizational actions as well as to guide individuals through their own process of making ethical decisions, we will use the ENDgame framework presented in *Ethical Leadership In Sport* (See Figure 2.2).



2-2 ENDgame Framework copied with permission from Grange, Pippa (2014), *Ethical Leadership in Sport: What's Your Endgame?*, New York: Business Expert Press (p 39).

ENDgame begins with the **Ethical Elements**, understanding the context of the story, recognizing what is at stake and the potential outcomes or consequences may happen in the context of the situation. Ethical Elements also include a reflection of your values and noticing if there are any values in opposition

happening and recognizing any slippery slope trap, “which suggest that a relatively small first step can lead to a chain of related events that can end up having a much more significant impact” (Grange 2014 p63).

The next step in the ethical analysis is **Need to Notice**. One should question if he or she is making any assumption in the case and further decide if one can do anything to test those assumptions. Need to Notice also includes the understanding of what information is relevant and what information should be ignored. For example, in reviewing Dr. Carneiro’s case, media outlets have reported that Carneiro was also victim of sexist language used by the Chelsea manager José Mourinho (Matt 2015). One must decide then if the sexist language is part of the ethical violations allegedly committed by Chelsea manager Mourinho or a separate case. Finally, the Need to Notice section of ENDgame suggests that one should question if there are any hot issues or likely blind spots that may come into play.

The final section of ENDgame is **Decide and Do**. Ethical reviewers should envision their ideal outcome as well as the minimal acceptable outcome could be and to whom. People should think about what approach would give them the most confidence to get an effective result. The Endgame author also suggests one rehearse with a sounding board or ally. A final step is use a “public” test – asking how you would feel if this decision and process is public knowledge tomorrow?

The ENDgame ethical analysis considers the stakeholders of a decision. The From FIFA to the Pitch ethics in soccer event encourages reflection on the necessary ENDgame skills to provide ethical leadership in soccer. USA Women’s World Cup Coach Jill Ellis, Everton FC CEO Robert Elstone, Colorado Rapids’ Sporting Director and former UEFA Financial Fair Play ambassador Padraig Smith and Fox Soccer Analyst and former MLS and USA player Eric Wynalda shared their stories, dilemmas and outcomes while addressing the scandal of FIFA and moved the focus toward the youth development, home team pride and sport for life model that made them all soccer fans for life.



2-3 Panelists discuss ethical leadership in soccer

Chapter 3. Panel Interviews



3-2-1 UCCS Student Ambassadors with Panelists

Four UCCS Sport Management students served as ambassadors to one of the four panelists. They were able to direct them from venues, arrange for breaks and answer any questions about the university, the College of Business, and the Sport Management program. The students spent time talking with their assigned panelist to learn their career path in soccer and personal reflections on ethics in soccer. This section provides the student ambassadors' reflections on their panelist.

Jill Ellis, USA Women's World Cup Coach

Reported by: Consuelo Mendez

Some might consider Jill Ellis a celebrity. This summer she led the United States Women's National Team to a World Cup trophy – the team's 3rd since 1991 (Steven 2015). Since then, she is an idol for soccer fans, women, and the country as a whole. Today, fans stop her and ask to take pictures with her. Ellis not only feels odd, but she also does not understand why people want to take a picture with her. She sees herself as just a person who was able to reach her goal. Regardless, during her trip to Colorado Springs, Ellis took pictures with everyone that asked and talked with students, coaches, and anyone who approached her. Ellis is now the head coach for the US Women's National Team, but her journey is unique, a native of England she faced hard decisions but always willing to push herself.

Ellis was born on September 6 in 1966 in Folkestone, England. In England, she was only able to play soccer in male teams since there were no organized women's teams. When she moved to the US, she was able to play in a female soccer team for the first time. After attending college, Ellis was able to work in business as a technical writer. She had a good earning job but she soon found out she did not enjoy it,

so when she received a call from her former coach asking her to be an assistant coach, she was faced with a difficult decision. She never envisioned herself as a coach, but Ellis was ready for a challenge. She left her high paying job in the business world for a \$6,000 coaching job. She knew she had chosen the riskier option. When she told her father about her new job, he was ecstatic while her mother was worried. This was the beginning to Ellis's success in coaching at the collegiate level.

Ellis started out as an assistant coach for the women's team in North Carolina State for two years, from 1988 to 1990. She was able to win the Atlantic Coast Conference Title in 1988. She then joined Maryland as the women's soccer assistant coach in 1994. From 1996 to 1997, she was the women's soccer assistant coach for Virginia. In 1999, she left and became the head coach of Illinois women's soccer team. She stayed there for two years and in 2000, she became the head coach for the women's soccer team of the University of Southern California (UCLA). Ellis coached the women's team in UCLA for 10 years. From the years 2003 to 2010, Ellis was able to win six straight Pac-12 Conference Titles. In 2000, she also won the NSCAA National Coach of the Year.

In 2000, Ellis had the opportunity to coach the Under 21 (U-21) US Women's National team and lead them to win the Nordic Cup Title. She also coached the U-21 US Women's National team in 2005. In 2007, she became the coach for the Under 20 (U-20) US Women's National team. In 2008, she became the assistant coach of the US Women's National team that won the gold medal in the London Olympics. During 2009 to 2010, she was the US Women's U-20 head coach winning the U-20 Confederation of North, Central America and Caribbean Association Football (CONCACAF) title.

In 2010, Ellis decided to leave UCLA. She knew she could retire at UCLA, since she had been a successful coach at the collegiate and at the International level. She was again faced with two choices, retire at UCLA or continue working for USA Soccer. She opted for the riskier option and decided to continue her coaching career with USA Soccer. Ellis served as the United States Soccer Federation Development Director.

As the Development Director she worked with the US Under-14, Under-15, and Under-17 Women's National Teams (U.S. Soccer 2014). She was able to see how young women develop in the sport, taking it upon herself to improve the environment for female athletes. During the panel event, she discussed how as a culture parents accept coaches, who are usually male, to bully young women; but at the same time, we condemn the same behavior from a boyfriend, teacher, or anybody else.

In 2012, US Soccer asked Ellis to be the interim head coach for the women's team and later asked to be the permanent head coach for the women's team, but Ellis declined. She knew that the timing was not right. In 2014, US Soccer asked her again to be the permanent head coach, this time Ellis



3-2 Jill Ellis with UCCS Sport Management student Consuelo Mendez

accepted. Under her coaching, the team won the 2014 CONCACAF Women's Championship. In the summer of 2015, she coached the US Women's Team to win the World Cup Championship in Canada by defeating Japan 5-2.

About three weeks after Ellis visited UCCS, she was invited to visit President Barack Obama where he said, the team "inspired millions of girls to dream bigger and inspired millions of boys to look at girls differently, which is just as important" (Marans). Ellis might feel odd and strange when people ask for her picture or signature, but for many she is an inspiration. Ellis currently lives in Miami, Florida and continues to be the USSF Development Director and the head coach for the US Women's national team.

Below are a few reflections of the audience. Most audience members appreciated the different perspective Ellis brought to the panel. Most audience members felt a connection with her and appreciated the discussion of gender inequality on and off the field. She is not only an important figure for women but for the overall sport. There were also members that respected the fact that she was willing to challenge herself.

Gender Inequality:

"Really was great to hear her perspective on women's issues"

"I love that she's a strong female voice in a sport that has some huge gender inequalities to overcome."

"I am also a woman. It's great to see women can hold such high positions."

"Jill represented a very necessary point which is discrimination in wages and change that is required in that particular ethical dilemma. I wish she gave more stats or information/perspective on how she would change this moving forward. "

"I liked how she didn't back down from mentioning the sexism parts of the system. She also has a really good personality towards soccer in general. I love how she said that she took a chance and followed her passion."

"As a woman she showed me the importance of women in this industry which inspires me to never stop."

Role model for the sport:

"I love the game of soccer and being able to meet someone who has made a significant impact in the sport was humbling."

"Always good to hear from a world champion and the views she has."

"Women's soccer has had a big impact on our daughter- Jill is a great role model."

"An exceptional representative of US soccer."

Robert Elstone, CEO Everton FC, Liverpool, England

Reported by: Cole Dougherty

From a business perspective, Robert Elstone boasts the most impressive resume of all the panelists. Despite currently serving as the CEO of Everton Football Club, Elstone's career in sport began outside of soccer, as the Executive Assistant to the Chief Executive of the Rugby Football League. Elstone gained experience in the Premier League before going to Everton, where he worked at BSkyB as the Director of Football and Business Affairs and developed his competencies in securing commercial agreements. Elstone then became the Director of the Sports Business Group at Deloitte, before making his way to Goodison Park to work for Everton. In August of 2008, Elstone was appointed Acting CEO and in January 2009 was confirmed by the club as permanent CEO. Approaching ten years at Everton, Robert's achievements include securing the club's record deal with Chang Brewery, increased financial performance, and a continued devotion to the founding ethics of the club. A search for a new stadium for the club is underway, and Elstone and Everton are exploring all the options available for the best way forward.

The *From FIFA to the Pitch: The Ethics of Soccer* panel presentations marked the second time that Robert Elstone has visited Colorado Springs and UCCS. In fall 2013, Elstone made his way to UCCS for the first time and gave a presentation about Everton Football Club for UCCS students, faculty, and community members. In his second visit, Elstone delivered two excellent presentations of Everton's ethical foundations and how the Everton community strives every day to reinforce those founding ethics and make sure the club is having a positive impact in the community. Before and after the presentations, Elstone was able to meet and converse with attendees of the events including UCCS students and members of the Colorado Springs sport community. The day after the event, representatives from USA Cycling joined Elstone in cycling to the top of Pikes Peak. Elstone is an avid runner and cyclist, and really enjoyed the opportunity to scale America's mountain.

Upon his arrival at the university, Robert casually conversed with myself and a number of other UCCS students and faculty. He mentioned that this visit had a distinctly different feel than his first, primarily because the subject matter was one that he was less familiar to discuss. Ethics can be a tough subject to speak on, and people's tendency to shy away often reveals the pervasiveness of the problem. On the back of all the controversies at FIFA, ethics and soccer are not a particularly harmonious sounding pair, and still Elstone gave a very honest perspective of the effects ethics have on Everton and his job as CEO. He disclosed that the scandals at FIFA had little to no effect on Everton, and that this is indicative of any even larger problem; that there is so little interaction between FIFA and Everton (as well as other professional clubs) that neither positive or negative outcomes from one or the other have any implications on the other.

Some of the questions and conversation topics at the presentations focused on the ethics during the game. Players and managers partake in a number of behaviors on the field that seem unethical including: simulation (diving), time wasting, intentional handballs, cynical fouls, and many others. Despite many people in and around the game demanding reform, Elstone did not call for any major changes to the way ethical conduct is handled on the field. For example, Elstone believes that diving is more or less part of the game, and while it's the referee's job to make sure players aren't being deceitful, a panel or retroactive committee cannot absolutely say whether or not a player dove because it is inherently subjective. One suggestion that Elstone provided for alleviating the pervasiveness of time wasting is to display the time kept by the referee for all the fans so that they will understand when time wasting actions are being accounted for. This transparency would more than likely reduce players' time wasting behavior because they could see the referee adding wasted time back on to the clock.

In Elstone's position at Everton and in the climate of professional soccer in England and Europe, one of the most obvious breeding grounds for ethical issues is in youth player recruitment. Elstone stated that, "with everyone looking for the next Ross Barkley..." the competition to secure the world's top talents is increasing every year. He talked about the way that Everton has made a very concentrated effort to focus on the player's and his family's needs as the top priority in recruitment. Football academies and Everton's Academy are approaching boys as young as the age of 10 to petition them to leave their current school and come join an Everton school. The change would require a lot of change for the boy and his family, but it does not come without great benefits. Everton's school has met the highest educational standards, earning itself a category A rating, and its Academy has a history of developing and producing great players in world football, Wayne Rooney and Ross Barkley most notably. Still, the recruited player and his family face a huge decision. Everton does everything in its power to provide the information and guidance that allow the best decision for the player to be made.

As a broader address of the ethical issues in football, Elstone insisted on the importance to know your organization's founding values and adhere to them in ethically turbulent situations. Everton FC was founded on very strong moral principles and with an intention to better the supporters, the community, and the city of Liverpool. A healthy portion of Robert's presentation about the club focused on the foundational ethics of Everton. Everton earned the title of "The People's Club" because of its values and ethical focus on the supporters and the community it serves. The club's charity branch, Everton in the Community, is widely recognized inside and outside of football, as having some of the most positive impacts and results in charitable endeavors. Everton makes great efforts to being a club that managed the right way, and demonstrates that it is both feasible and beneficial for a football club to be focused on more than just its ranking in the league.

Robert was one of the most insightful panelists. He offered something different than expressing the sentiment of the average fan. One attendee responded, "His views were from a more business first side considering he never played the sport. They were insightful." Another said of Robert Elstone, "He was very well spoken and even I have no idea how one would run a premiership club, he explained concepts in a way that you could understand and relate to. I also appreciated the effect the club as a whole makes in terms of making Everton the "people's club." Others said that Robert Elstone "probably had the most directly influence over operations at his organization" than the other panelists. Student Loren Neumeister exclaimed "Excellent message of the real landscape of high level sport. Elstone has paid his dues and showed what it takes to be successful in sport."

Other comments from participants at the student workshop and dinner spoke of how the ethical issues and ethical culture of the Everton Club resonated with the audience.

"His comments were so poignant coming from one who has to deal with the most potent ethics issues under great scrutiny from his board and from the fans."

"Great insight that his club was founded on ethical principles and how he incorporates ethics into a wide variety of decision on how the club now operates."

"His talking about how Everton is more than a football club and what its mission is made me feel so impressed with that organization. He made the business information he shared very accessible and easy to understand, especially for me, a freshman."

"Good perspective from an actual CEO and their take on football. Good to know they aren't all corrupt and money hungry."

Padraig Smith, UEFA Financial Fair Play

Reported by: Samuel Statton

Padraig Smith is the current Sporting Director for the Colorado Rapids of MLS and has one of the most diverse backgrounds of the panelists. Born in Ireland, Padraig attended Dublin City University and graduated with a degree in accounting. After working for Ernst & Young for 5 years, Smith joined the Football Association of Ireland (FAI) for 5 years as an Internal Compliance Officer and later as the Head of Finance. During his time with the FAI, Padraig faced ethical dilemmas, such as receiving a \$5 million check from FIFA in order to stop legal action by the football association. At the time, Padraig was the Head of Finance, and the thought of a bribe from FIFA never crossed his mind, but 5 years later, there is scrutiny about the intentions of FIFA. Padraig learned the problem with many ethical issues; they are not black and white in the moment, but reveal themselves as time passes.

Three and a half years later, Padraig was in Switzerland with the Union of European Football Associations (UEFA) working on the Financial Fair Play (FFP) steering committee. In 2015, he joined the Colorado Rapids as Sporting Director. Among other things, Padraig is a keen amateur footballer, skier and cyclist.

During both the lunch and dinner panels, Padraig Smith focused mostly on his work with UEFA and the financial issues in the world of soccer. The 1966-67 Celtic Football Club was the best club that season winning both the league, Scottish cup and European cup, all with a squad of Scotsmen born within a couple miles of the Celtic stadium. In 1995, a legal case brought to the European Court of Justice by Jean-Marc Bosman led to soccer players being able to transfer clubs freely at the end of their contract, making the sport less domestic, and more international. As the sport grew internationally, money became a driving force for success. A soccer club could now qualify for the Champions League, play a group match, lose to its opponents, and still earn several million dollars. Thus, European clubs would go into debt while attempting to buy international players due to the financial necessity to be competitive. This introduced a, "keeping up with the Jones", mentality that meant if one club spent \$1 million, then their rival would spend \$1.5 million. Many clubs would end up going under from this scramble and not have the funds to pay their own players. Since this occurrence, UEFA has introduced the Financial Fair Play program, which Padraig Smith worked on extensively. Essentially, FFP sought to eliminate the unethical procedures of clubs around Europe that created financial instability for the sake of the prize money. Hundreds of clubs around Europe are now within FFP compliance and are turning over a profit instead of a loss, paying their players, all while still maintaining the same competitiveness.

Padraig believes that FIFA needs to rebuild trust with each nation and their Football Association. This new FIFA needs to be more transparent and held accountable for its own actions. Part of this transparency has to come from financial disclosures, i.e. where is the money coming from and where is it going. He reminds us that FIFA has done well for the world and soccer. FIFA establishes youth programs, promotes the sport in third-world countries, and beginning to push for gender equality. Therefore, Padraig feels that FIFA needs rebuilding from the inside and become more transparent.

Before and after the panels, Padraig was very responsive to discuss his current and former projects with students. Currently, he is using data analysis of player performance for the Colorado Rapids in order to be competitive with bigger MLS clubs. Comments from attendees recognized the different perspective to ethics in soccer that Padraig brought to the discussion.

"His comments on financial issues in FIFA were enlightening."

"I liked his global perspective within UEFA and financial fair play initiatives. I would have loved to learn more about what he is doing with the Rapids. "

“Gave great insights into the administration of the game, information I would not have access to.”

“Wasn't aware of his background with the governing bodies, he had some great insights.”

“Great insight to the financial corruption that has become so apparent in the news recently at the highest ranks of football.”

“I related with his viewpoints.”

“Great views from a person that worked near the top of the pyramid in European soccer and FIFA.”

Eric Wynalda, Fox Soccer Analyst

Reported by: Griffin Shuler

Eric Wynalda shared his experiences as a collegiate and professional soccer player in the US and Germany, and as a fox sports soccer analyst. Wynalda grew up in Westlake Village, California. He currently resides near Los Angeles California with his wife and five children.

Wynalda's soccer career arguably started when he was a young boy in Westlake Village, California and played for the Westlake Wolves with his father as the coach. The team won the state championship in AYSO (American Youth Soccer Organization) in a year that Wynalda scored 58 goals in 16 games. He then went on to play high school soccer at Westlake High School where he was a three-time All-State selection soccer player and played alongside another future national team player, Cobi Jones in a youth club team.

Wynalda mentioned that the last time he was in Colorado Springs was for US Olympic soccer training and had been staying in the dorms at the Olympic Training Center with Sunil Gulati. It's ironic because during that time, Wynalda and others were throwing dirty underwear at Gulati's face making Gulati do his and some of the other players' laundry...now Gulati is currently the president of US Soccer.

After high school, he went on to attend San Diego State University (SDSU) from 1987 to 1989 where he played for the Aztecs soccer team. He managed to score 34 goals and assist on 25 others in his three seasons he played there. While at SDSU he briefly played with the semi-pro team the San Diego Nomads of the Western Soccer Alliance and played a total of 6 games with them from 1988 to 1989.

In 1990, Wynalda signed with the U.S. Soccer Federation (USSF) and became a full-time national team player to earn a spot on the 1990 US Men's National Team World Cup roster. However, Wynalda started his professional career as a loan player with the San Francisco Bay Blackhawks of the American Professional Soccer League for three seasons. During that time, Wynalda focused on the United States Men's National team. In 1992, USSF loaned Wynalda to a German Bundesliga club called Saarbrücken, becoming the first American-born player to play for a top club overseas in Germany. Wynalda, who is of Dutch decent, was jokingly told by his coach to tell his teammates he was Dutch instead of American so that he would fit in well with the other players. Whether he told the team he was Dutch or not, Wynalda made a great first impression with the team by scoring eight goals early in the season which eventually led to Saarbrücken purchasing his contract from the USSF for \$405,000. He went on to win the Best New Comer of the Year Award in his league and in his following season scored fourteen goals and had twenty-five assists and named best player by the league. At the end of the season, he transferred to a Second Division German Bundesliga club VFL Bochum for \$850,000.

In 1996, Wynalda would eventually return to the United States to play in the Major League Soccer (MLS) and take part in the inaugural season of the new league. Since it was the United States first ever soccer league, all of the teams were brand new and they needed a way build their rosters. To allocate these

resources fairly, the MLS allocated well-known players to different teams to ensure a competitive balance. Therefore, Wynalda played for the San Jose Clash. In the very first game of the new MLS season on April 6th, 1996 Wynalda scored the first goal in MLS history and won the game 1-0 for his team against D.C. United. In that same year, he was named US Soccer Athlete of the Year. In 1999, Wynalda was traded to the Miami Fusion after missing his first eleven games due to an ACL and meniscus tear, then in 2000 he was traded to the New England Revolution after going through a goalless spell in Miami. In 2001, he was traded to the Chicago Fire, where he finished his career. In his time in the MLS, Wynalda scored an impressive 34 goals and regarded as one of top American forwards.

Wynalda's US National Team career began with an appearance in a February 2nd, 1990 against Costa Rica. He played his first World Cup game as a full-time national player in Italy against Czechoslovakia. Wynalda would also make the 1994 roster where he scored a 28 yard free kick goal against Switzerland. He went on to make the 1998 World Cup roster and became only the third player in US soccer history to make three World Cup rosters. In 1995, he played in the Copa America tournament, where he scored against South American giants Chile and Argentina and named to the all-tournament team. Wynalda retired from the US Men's National Team as the all-time leading scorer with 34 goals in 106 appearances. Wynalda received accolades such as; Honda's US player of the Decade in the 1990's; being named to the CONCACAF All-Decade Team of the 1990's; and being elected to the National Soccer Hall of Fame in 2004.

After his career as a player, Wynalda tried his hand at managing professional teams as well as broadcasting. In 2012, he took over as head coach of United States Adult Soccer League (USASA) Cal FC. He was the interim head coach for the Atlanta Silverbacks in 2012, but would eventually appoint Brian Haynes as the permanent head coach.

Wynalda's broadcasting career since retirement from playing has been quite successful. He began as a soccer analyst for ESPN and was an in-studio analyst for the 2006 FIFA World Cup and 2006 MLS playoffs. In 2007, he continued to be an analyst for the US Men's National Team for ESPN as well as an analyst for the MLS season that year for ESPN and ABC. In 2008, he became columnist for an independent soccer magazine in Los Angeles called Major League Soccer Magazine. In 2009, Wynalda began his time at Fox soccer as an analyst for MLS games as well as some UEFA Champions League games. In 2010, he covered the World Cup for Yahoo! Sports as a video blog analyst. Wynalda today works for Fox Sports One as an analyst on a show called "Fox Sports Daily".

All in all, Eric Wynalda was a great spirit to be around when he was on UCCS's campus as he made the time to talk to everyone that wanted to converse with him. He remembered people's names and addressed repeated acquaintances by their name if he had talked with them previously in the day. He had no trouble voicing his opinion on the ethical topics presented and explained his justification for his thoughts as well. Comments on Eric Wynalda's presentation reflect how his stories connected with the audience.

"Had many common beliefs."

"Perspective of a parent and a player."

"He had such great, personal stories."

"Always love hearing Mr. Wynalda talk, watch him every day on Fox Sports1."

"Eric spoke with conviction."

"I liked how he spoke about his children and spoke from a parent's perspective."



3-3 Panelists at the Community Dinner



3-4 Ceremonial Free Kick

Chapter 4. Student Workshop

Reported by Jacob Hopkins & Bobbi Ullman

Nestled at the top of the University of Colorado Colorado-Springs main campus, the Lodge event facility provided a picturesque fall backdrop for the UCCS Daniels' Fund Ethics workshop entitled "From FIFA to the Pitch: The Ethics of Soccer." With 132 attendees, the student workshop introduced panelists to the UCCS community of students, faculty, staff, coaches and guests. Even before the workshop officially began, attendees asking for autographs and pictures swarmed the panelists. Two UCCS undergraduate students and members of the UCCS intermural soccer club, Kirstin and Samantha, had road-tripped to Vancouver a few months prior to witness the United States women defeat Japan 5-2 and win the 2015 World Cup. Now they sat near the front row and proudly showed off the autograph from Jill Ellis, head coach of the women's world cup champion team and one of the workshop's featured panelists. Two assistant coaches for the UCCS soccer team were in the middle section hoping that the workshop and association with soccer legends like Ellis and Elstone would aide them in their player recruitment. Benjamin, a young teen, came to the workshop with his dad, Scott, as he had played soccer since he was 3 years old and wanted to hear more from his sport's elite analysts and coach. The room was buzzing with greetings and introductions as Chancellor Pamela Shockley-Zalabak kicked off the panel and welcomed the community.

Welcoming Remarks

Dr. Eric Olson

Dr. Eric Olson begins by thanking the individuals that labored for five months to make the FIFA to the Pitch, the Ethics of Soccer a reality. Dr. Olson then remarks that the panel is comprised of amazing individuals with a tremendous variety of experiences. Dr. Olson introduces the UCCS Sports Management program through its motto, "We are in the business of creating successful futures in sport", to highlight the programs commitment to the business. Dr. Olson remarks that the UCCS Sport Management program was founded in response from the sport opportunities in Colorado Springs, including 23 National Governing Bodies of Sports (Olympic and Pan American); the Colorado Springs Sky Sox Triple-A baseball team; the Colorado Springs Sports Corporation; the newly established USL franchise the Colorado Springs Switchbacks; the three major collegiate programs in Colorado Springs; the professional sports franchises in Denver and the large presence of the Colorado ski industry. This large wealth of connections and opportunities is something that gives the UCCS Sports Management program a competitive advantage over other programs in the country. Dr. Olson closes by highlighting the opportunities provided by the newly established Soccer Management track of study, turning the podium over to Dr. Tracy Gonzalez-Padron of the Daniel's Fund Ethics Initiative.

Dr. Tracy Gonzalez-Padron

Dr. Tracy Gonzalez-Padron opens by saying that the Daniel's Fund Ethics Initiative (DFEI) is pleased to be a co-sponsor for FIFA to the Pitch, the Ethics of Soccer. Dr. Gonzalez-Padron introduces the DFEI as a resource for principles-based ethics education for students and faculty throughout the UCCS campus and the Colorado Springs community. Dr. Gonzalez-Padron states that the DFEI promotes principles as the constant foundation for ethical decision-making and leadership. Dr. Gonzalez-Padron announces that the concept promoted through the panel discussion is A.I.R. A.I.R. is comprised of three core principles, Accountability, Integrity, and Respect. This concept is fundamental to the game of soccer. Dr. Gonzalez-Padron remarks that all athletes require air to be able to perform and that Accountability, Integrity, and Respect are of a similar importance in the sport. Sport offers many opportunities for the application of ethics, whether an individual is playing, refereeing, or managing a sports organization. Dr.

Gonzalez-Padron calls for active participation throughout the student workshop and then inquires to the number of audience members that have played, currently playing, officiated, coached, or have watched soccer (most notably the Women's World Cup Final). Dr. Gonzalez-Padron makes notice of the faculty, staff involved in organizing and running the workshop and the students volunteering as either ambassadors or writers of this publication from the UCCS Sports Management Program or the UCCS chapter of the Student Center for the Public Trust. Dr. Gonzalez-Padron closes by thanking the Daniel's Fund for their support saying that without them the event would not be possible and gives mention to Bill Daniels commitment to ethics in sports management, turning the podium over to Bo Peretto, the Senior Vice President of Communications and Operations for the Daniel's Fund.

Bo Peretto

Bo Peretto opens by elaborating on the creation and purpose of the Daniel's Fund. Mr. Peretto then mentions that Bill Daniels was dedicated to ethics and to ethical education as a part of his life. Mr. Peretto remarks that each day the Daniels Fund tackles ethics in three ways, through the collegiate program, the high school program, and through an online case bank available to the public. Mr. Peretto states that the focus of the panel is toward the collegiate program. Mr. Peretto concludes by stating that he has been impressed with the activities put on at UCCS through reading the DFEI's annual report and that he looks forward to the panel, turning the podium over to Dr. Eric Olson to introduce UCCS Chancellor Pam Shockley-Zalabak.

Chancellor Pam Shockley-Zalabak

After Dr. Olson's introduction, Chancellor Shockley-Zalabak opens by making mention of the momentous fact that the University of Colorado Colorado Springs is celebrating its 50th anniversary and that the event at hand is a part of the celebration of the 50th anniversary of the UCCS College of Business. Chancellor Shockley-Zalabak then tells of the origins and history of the College of Business and how Dave Packard (one of the founders of Hewlett-Packard Company) wanted the UCCS campus so that residents of his hometown of Pueblo could receive the education they needed to find employment without a considerable distance to travel. Chancellor Shockley-Zalabak then transitions into addressing the event at by stating, *"Sport is in the DNA of this community"*. Chancellor Shockley-Zalabak then states that UCCS has a considerable connection to the community, through partnerships with sports organizations like the USO.C, the United States Air Force Academy, Colorado College, the sports organizations in Denver, and the NCAA Division II Athletics program at UCCS. Chancellor Shockley-Zalabak this states that this has also connected UCCS to the critical issues in this particular industry. Chancellor Shockley-Zalabak states that the UCCS Sports management program has a unique focus on the ethics of sport and will serve as a resource to the entire country and the communities of Colorado in the field of sports ethics. Chancellor Shockley concludes by issuing an expectation for the attending students, asking them to attend the upcoming UCCS men's and women's soccer matches. Dr. Olson then takes to the podium to introduce the emcee of the panel Mr. Dylan Gannon.

Emcee Dylan Gannon

Dylan Gannon is an esteemed graduate of the University of Colorado Colorado Springs Sports Management program. In his time at UCCS Mr. Gannon served an intern for USA Badminton, Colorado College, the Denver Outlaws lacrosse club, and the Atlanta Falcons and San Diego Chargers of the NFL. Currently, Mr. Gannon serves as the Assistant Video Coordinator for the Sports Quotient media group in San Diego and the Digital Content Coordinator for the Colorado Rapids. Through his previous experience with many sports and organizations, Mr. Gannon was well prepared to discuss the topics presented. Mr. Gannon's current position with the Rapids has provided him with far more extensive knowledge of the sport of soccer, making him the best candidate to emcee the panel.

Mr. Gannon opened the panel with the poignant statement that the panelists were not just panelists, they are legends of the sport, and that he feels privileged to hear what they have to say on the topic of ethics. Mr. Gannon uses a very casual and conversational style when addressing the panelists. This added to the comfort of the panelists and to the value, the panelists provided to the questions. Mr. Gannon also uses humor to break the ice with some of the questions (he states that it is all Mr. Wynalda's fault that he has a job today). Mr. Gannon does not ask biased questions to the panel, which prevents biased answers and confusion from the panel. In an overall sense, Mr. Gannon made the ambiance for the panel possible through his experience in the sport and his knowledge of the panelists.

Student Workshop Highlights

Mr. Gannon began with an introduction of each of the panelists and asking them to say a few introductory remarks. Each of the panelists had interesting stories to share, beginning with Eric Wynalda. The last time Mr. Wynalda was in Colorado Springs, he was 16 years old; he stayed at the Olympic Training Center. While at the Training Center, he waited for the equipment manager to arrive to take the team's equipment (the equipment manager was Sunil Gulati, the current president of the United States Soccer Federation), due to the way Wynalda addressed Gulati he made a bad first impression. He says that he is surprised at the progression of the sport in the US and that *"Being smart and recognizing opportunity is why you are here."* *"The world of business is about being smart, recognizing opportunity, and acting on it."*

Mr. Gannon asked Ms. Ellis how the US did in the Women's World Cup at the end of her introduction; she wryly answers, "We did alright." She receives a strong round of applause from the audience. The last time Ms. Ellis was in Colorado Springs, she was a freshman soccer player at the College of William & Mary in town to play against Colorado College. Ms. Ellis says that because of growing up in England she spent most of the game looking at the majestic mountain range in the distance. In an ironic twist, Ellis says that the most unethical moment of her playing career transpired in that game. One of her friends was getting beat up and she decided to step in, she threw a punch at one of the opponents and was promptly red carded by the referee. She feels that she has returned to Colorado Springs to confess.

Introducing Pdraig Smith, Mr. Gannon teases him for a tardy email as they both work for the Colorado Rapids. Pdraig opens by saying that *"Unlike these two (Wynalda and Ellis) you don't have to have natural talent to make it in sport."* Mr. Smith began his career as a CPA and used the skills he gained through that career path to make it to where he is currently. Mr. Smith states that this is a longer and not as pleasurable way, but it will get you to where you want be in the end.

Mr. Elstone begins his remarks with a display of humility, by disputing the statistics mentioned about his career. He follows this by saying that you should not let the truth get in the way of a good story. Mr. Elstone says he always gets nervous about the ethics of sport, especially when he is talking with a sports media broadcaster on the panel.

With a limited amount of time, the panelists were asked to speak on three questions addressing ethical components of soccer as well as follow-up questions from the moderator and attendees. Perhaps because they were not afforded much time to rehearse the answers to their questions, the panelists were very candid during the lunch workshop with many providing personal stories to illustrate their viewpoints on the ethics of soccer. Audience poll results also guided some of the discussions.

Question 1: What ethical issues do you encounter in your role in the soccer industry?

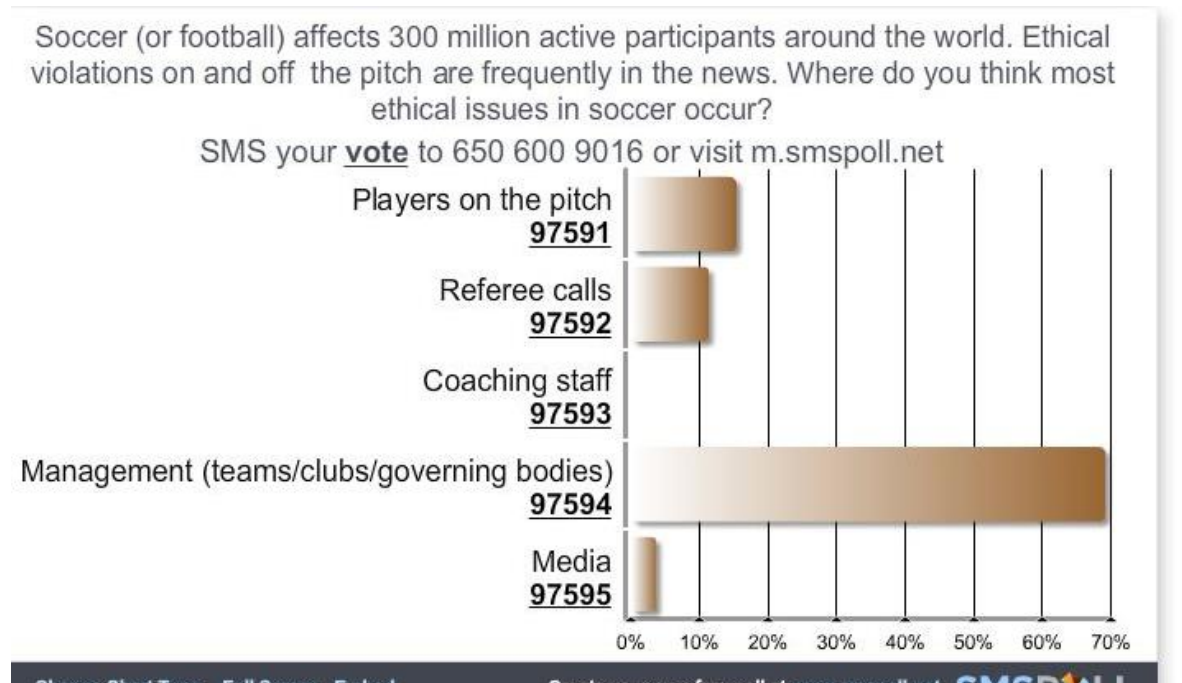
Panelist Eric Wynalda, a current FOX Sports Analyst and former US National team player recalled a vivid conversation with his father after he simulated a fall/injury during a 1996 qualifying game. Mr. Wynalda poses a sensitive question of the audience, *"Who in the audience has an issue with simulation or diving."*

This question alludes to the problem in soccer with players simulating a foul or injury to gain a penalty on the opposition or a stoppage in play. Mr. Wynalda then makes notice of the biting scandal that occurred in the 2014 World Cup. The scandal involved Luis Suarez (a star player for the Uruguayan National team) biting an opposing player as the match transpired. Wynalda’s biggest issue is that, “We are not only cheating one person when we decide we are going to simulate to try the referee into giving a foul, it is the example that we set for so many young kids playing the sport.” Wynalda then proceeds to tell the story of how in the 1996 qualifiers he dove and exacerbated an injury (he says that he was trying to convince the referees that he is either going to die on the field or be carted off on a stretcher).

Eric said that he “thought it was part of the game.” Eric’s father did not agree. His father called him to come visit at their family home and Eric came over one afternoon. His father sat him down and made him watch and re-watch footage of Eric’s simulated fall. His

“We are not only cheating one person when we decide we are going to simulate to try the referee into giving a foul, it is the example that we set for so many young kids playing the sport”

father told him that it was also his name on the back of that jersey and that when Eric wore the Team USA jersey, he was representing himself, his country and his family. Eric’s father told him that “If this ever happens again, you’re not welcome in my home.” Mr. Wynalda says that after this experience he learned his lesson and never simulated again. Mr. Wynalda then states that there are some things that considered a “part of the game”, but cheating is something that you will never be proud of doing because even if you get away with it you still have to face the man in the mirror at the end of the day. In another game, Wynalda threw away a sure penalty kick in order to play the game the right way for the right reasons. At the close of his response, Mr. Wynalda looks for harsh suspensions and fines for those players that try to cheat the game through simulation due to how it has given the sport a “black eye.”



4-1Audience Poll Question 1

Panelist and women's national team head coach Jill Ellis took a different stance on the question choosing instead to highlight the gender inequality she faces as one of the only female head coaches in world soccer. Ms. Ellis responded to Eric Wynalda's discussion by stating that she believes that the women's game is a bit cleaner than the men's and that even the women's game is far from perfect in the ethical regard. Ms. Ellis then remarks to the difference between the ethical decisions made by the head coach and other compartmentalized staff. The decisions made by the head coach include media and medical relations, performance standards, and time management. Though the results of the audience poll stated that coaching was at the bottom regarding unethical behavior, Ellis believes that coaching has an influence in the unethical decisions of other parties.

Ms. Ellis called out FIFA for allowing the women's World Cup tournament to be played on turf saying that there was "no way ever that men's world championship would be played on turf." This cause was galvanized by the decision of many of the top women's players to sue FIFA for the right to play the 2015 Women's World Cup on grass as opposed to turf fields. In the build up to the Women's World Cup, Ms. Ellis had to keep the focus of her players on the upcoming tournament as opposed to the surface that the games were played on. The other example of inequality that Ms. Ellis brings up is the winner's payouts for the separate World Cups. For winning the men's World Cup, Germany received 35 million dollars from FIFA, while the US received 2 million dollars for winning the women's World Cup this gives rise to a discrepancy in the value of both gender's contributions to the sport. Ellis states that as long as there is progress she is appeased, but she looks forward to having an equal distribution for the monetary winnings of both World Cups and hoped that the sport would follow tennis who recently matched men's and women's prize monies.

Jill Ellis also described the personal sexism she encounters on the field Ellis recounted instances of the referees coming up to her male assistant coach

"The final thing that has to change for the sport is bullying... there's no place in the game for it."

and introducing themselves to him thinking that he is the head coach of the team. She attributed this to the mindset that soccer is a man's sport. Ms. Ellis then mentioned when at the Pan-American Games in Brazil the team's doctor was highlighted as the U.S head coach on the Jumbo Tron (which listed his name as Jill Ellis). In closing, Ellis remarked on the treatment of female soccer players by their coaches (a majority are male) and how that affects their development as athletes. Ms. Ellis prescribed stiffer sanctions to coaches that bully their players as a way to prevent such actions from transpiring in the future. She said, "The final thing that has to change for the sport is bullying... there's no place in the game for it."

Panelist Pdraig Smith, former UEFA executive and current Sporting Directors for the Colorado Rapids MLS team opened his response to the first question by saying that as someone who interacted with FIFA for many years, he was shocked (sarcastically) that the audience poll believed that the unethical practices of FIFA came from the management level. As a CPA, he felt the need to use a PowerPoint presentation, starting out with a quote from all-time coaching great John Wooden "*Sports do not build character, they reveal it.*" Mr. Smith says that he reflects on this quote when considering the unethical actions of some parties in sport. In his previous job working with the Financial Fair Play Division of UEFA, Mr. Smith made inquiries into what has happened to soccer. Mr. Smith's research discovered a trend, the disappearance of "homegrown teams" with "homegrown talent" teams like Glasgow Celtic and Red Star Belgrade that won the UEFA Champion's League, which used to be a tournament dedicated to displaying the best local talent Europe had to offer. Then something changed the face of European soccer. In the early 1990's Sky Sports purchased the television rights to the Barclay's English Premier League, which began play in 1992. This TV deal brought a focus on money to soccer, which replaced the

focus on the players. In 1994, Ajax Amsterdam won the Champion's League becoming the last of the homegrown teams to win the esteemed title. Within two years of winning the title, the team ceased to retain their top talent, seeing them picked off by the bigger teams in Europe. The finishing blow to the "homegrown team" was the 1995 ruling by the European Court of Justice, which allowed players to move on at the end of their contracts without consent of their previous employers. Since 1995, only one team outside of the peak four countries has been able to win the Champion's League (Porto 2003-2004).

The focus of the tournament has shifted from building the best team from within your own country with a character and values system to being an "arms" race with the focus being on who can spend the most money compared to their competitors. Because of these events there are now two phenomena taking place in the sport. The first is that there is a great divide in talent between the leagues with a few clubs controlling a majority of the talent. The second is that there is hyperinflation in the transfer market with prices for players increasing greatly. The habituation principle is the direct cause of this due to how it inspires teams to match the spending habits of their competitors (keeping up with the Joneses). This has created a competitive rift that smaller teams cannot overcome due to the correlation with what a team spends with their success being so strong.

The prize value for the UCL has skyrocketed going from a measly two million dollars in 1993 when Olympique de Marseille won the title to a stark 1.4 billion dollars for the team in the competition (high reward for spending big). This means that if a team loses in the group stage (the stage before the knockout round) they could earn 3.4 million. A few years ago, a team from Hungary got to the group stage and lost every game, they were paid nine million dollars for this performance, which was three times the team's annual income.

For smaller teams, making it into the Champion's went from being an honor to being a financial necessity. Because of the increase in the world's spending, smaller clubs have stretched

"Making a competitive balance is the ethical issue posed here, the fact that clubs were not being managed and sustained properly is the real issue"

themselves to the point of financial

instability by taking on copious amounts of debt. This has resulted in the clubs that comprise UEFA losing over 1.84 billion dollars per year. This financial distress for clubs has resulted in player's wages going unpaid. This has resulted in transfer fees being paid in installments as opposed to lump sum to enable teams to make their salary payments. Mr. Smith states, *"Making a competitive balance is the ethical issue posed here, the fact that clubs were not being managed and sustained properly is the real issue."*

Because of this very real issue, UEFA instituted Financial Fair Play (FFP). Financial Fair Play introduced more discipline and rationale to the game and served to decrease the hyperinflation in the transfer market and most importantly to maintain the viability of the sport. Ownership groups used to be thought of as the club's custodians and worked to maintain the team for future generations, which would bring out the hope that these teams should be run in a sustainable manner. Mr. Smith articulates that the biggest opportunity for a competitive financial balance in the sport will come from the transfer market, which unlike the U.S's trade system allows for the redistribution of wealth among the teams. Mr. Smith says that results are beginning to be seen because of the impact made by the Financial Fair Play system. Wage levels are decreasing (except in countries that have extensive TV deals), wage growth is slowing, and transfer spending has slowed (not enough, but we are seeing progress).

Mr. Smith states that UEFA is not here to protect two or three nations it exists to protect all fifty four-member countries. From Kazakhstan to Latvia, from France to Iceland, all professional players need to

receive their wages. Mr. Smith then mentions an emotional example that involved a distraught player. The player had not received his pay in two weeks and had called Mr. Smith with the predicament that he could not afford to buy his children Christmas presents. Mr. Smith states these people need UEFA's protection (not Bayern Munich or Ronaldo).

The result of Smith effort's with UEFA caused clubs like Paris Saint-Germain and Manchester City to receive a fine of over sixty million dollars. Some clubs like Malaga (from Spain) and Panathinaikos (Greece) were removed due to habitually not making their payments (Mr. Smith received death threats while processing Panathinaikos's case). In closing Mr. Smith states that UEFA and FIFA will need to work together and will require stronger representative bodies to remove the inequality from both the gender and financial sides of the game, which will have to come from the grassroots side of the sport.

Admittedly uncomfortable with the topic, Robert Elstone, CEO of Everton, said that being a panelist in the workshop allowed him to take a step back and think about ethics. On a day-to-day basis at Everton Mr. Elstone faces ethical challenges and decisions; however, he has not stood back and thought about them in the depth at which he is presenting. Mr. Elstone states that this immersion with ethical questions and decisions has precluded to his tendency to speak his mind on matters of business. Speaking his mind on the topic of ethics, it is a far scarier proposition. Mr. Elstone states that the nerves he is facing before his address is proof that the sport needs to confront these issues on a far more frequent basis in a more confident manner. Mr. Elstone then begins to set the context of the current operations of the Everton Football Club.



4-1 Robert Elstone Discusses the Importance of Ethical Leadership at Everton Football Club

Mr. Elstone explained that The Reverend Ben Chambers in the year 1878 founded the Everton Football Club. The club originally was founded as a branch of the St. Domingo parish, as a way to maintain the well-being of the community and to provide an activity for the parishioners to partake in during the winter months. The Reverend saw the sport as a way to build faith and fitness, "Muscular Christianity" in the form of physical activity. In the late nineteenth century, the focus of the club was to provide the community with an activity to participate in. As the club continued its existence, it grew to being a focal

point and a galvanizing force for the community. Ten years after the formation of the club, Everton received an invitation to become one of the founding members of the football league, not because of being one of the best clubs in the country, but instead because Everton could generate a decent crowd of attendees every weekend. Back in that day, if a team were able to generate a good crowd they would be able to pay their players. This serves to highlight the fact that the English Football League, even in its infant state was founded for financial reasons. Mr. Elstone states that he believes that the effect of the wealth of the Premier League on the shape and nature of the game has been sometimes overplayed and overly criticized.

In 2015, Everton is still known as “the People’s Club.” This is due to how inclusive, accessible, compassionate, responsive, and participatory the club is towards its supporters. This culture still reflects the values Reverend Chambers established for the club from its very beginning, an investment in grassroots soccer. The club not only has a responsibility to develop some of the world’s best young players, it is also responsible for maintaining the values provided to its supporters and community.

Mr. Elstone then transitions to the foundations of the Premier League saying that instead of millions of pounds sterling, glitz, and glamor the league was founded on the very important core values of Integrity, Transparency, Fair Play, Two-Thirds Majority Decision Making, and Equitable Revenue Distribution. These values are often lost in the millions of pound sterling spent each year. Mr. Elstone states that he believes the reason for the success enjoyed by the Premier League comes from the people that believe in the league and have made it the most beloved soccer league in the world.

ETHICS

Employer of first choice	Environmentally responsible
A workforce reflecting its community	A good neighbour and corporate citizen
Safe working environment	Operating within industry regulations and guidelines
Ethical trading and sourcing	

Increasingly unethical behaviour or just greater scrutiny?

4-2 Everton Ethical Standards

Mr. Elstone described the ethical standards he sets for Everton (See Figure 4.2). The first standard is that the club looks to be the employer of choice in Liverpool. The second standard is that Everton seeks to be a company that has a workforce that reflects its community, through diversity, ethnicity, and the gender mix of its community. The third standard is that Everton has to provide a safe working environment for its employees. The fourth standard is that Everton should employee ethical trading and sourcing for customers and suppliers through doing the due diligence to maintain ethical relationships. The fifth standard that Everton follows is that the organization should be environmentally responsible. The sixth standard is that the organization should maintain a good neighbor and corporate culture. The seventh and final standard stresses that the organization should function within the laws and rules of the competition. Mr. Elstone questions whether we are seeing an increase in unethical behavior in sport or just greater scrutiny from the media regarding unethical behavior.

Mr. Elstone then introduced the ways in which Everton has promoted its ethical compass. Everton does this by offering a living wage to their employees (resulting in the club receiving the Big Society Award), offering twenty-pound tickets to ensure a level of fairness, supporting 60 different programs and over 2000 charities, and by being named to the list of the top 100 employers in the UK. One of the examples occurred when Everton played Dinamo Kiev in the Europa League. Everton sent coaches into the schools in Kiev for three days in order to teach the game to children affected by the skirmishes in the country. Everton also has a proud partnership with UNICEF to provide vaccines to children in disadvantaged countries.

In closing, Mr. Elstone discussed how Everton is protecting its ethical compass and ethical framework. One of the issues that Everton has to protect ethically is dealing with trading players and dealing with agents, this is due to frenetic nature of the transfer market. The second issue that has to be dealt with is the net euro wages paid to players, due to the transfer rate between pounds sterling and euros and related taxes and regulations. The last and most troubling issue Mr. Elstone is noticing is the recruitment of the best young talent. This is due to how close in proximity teams are to each other, academies can spend up to five to six million pounds per year in youth development. Each of these teams is looking for the next Ross Barkley or Wayne Rooney through highlighting specific age groups. Because of the young age of these athletes, many teams use unethical tactics to recruit them, with agents often talking to players before they enter the academies. Everton recruits 15 to 16 year old player to their school while other teams recruit players as young as an eleven. This puts a huge decision in the hand of parents as they decide whether they should switch their son's school to give them an opportunity to be professional soccer player. What makes the area the most challenging is the balance between recruiting the best young talent and coercing and influencing youth into contracts that they may not have full comprehension of the magnitude.

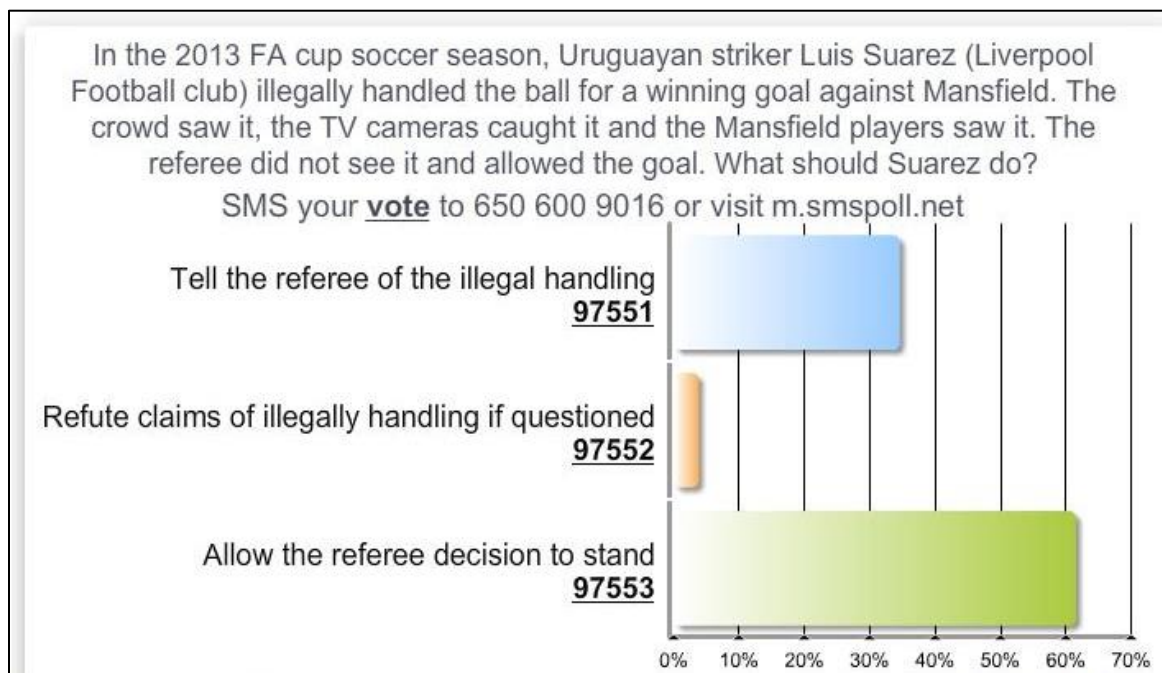
The third and fourth issues are the Financial Fair Play, ownership models, and how they are involved in creating profit and the prices charged for tickets to matches. UEFA had interjected their opinion into how clubs in England could be managed. This violated the standing tenant that local businesspersons that owned a local team could run the team in a way that benefited the local community. There is an expectation that if a person owns a club, they should not make a profit due to reinvesting the money back into making the team better. The new TV deal in the Premier League will test that notion to the fullest. This will create a temptation for a club owner to take the profit out of the team as personally earned money (an unconceivable sin in the game as perceived by the local communities). Another practice in the Premier League is that tickets are priced out of the reach of the regular man. Everton has countered this by maintaining a twenty-pound price level for the working person trying to attend an Everton game.

Later in the program, Mr. Wynalda addressed what Mr. Elstone had discussed regarding the recruitment of young athletes and the grassroots of soccer. Mr. Wynalda sees a similar problem in the US stemming from over-organization. Mr. Wynalda understands the plight Mr. Elstone is facing due to the fear of missing the boat if Everton does not recruit young players, but he states that this recruitment is changing the fundamental lives of these athletes. The challenge that Wynalda alludes to is the early organization of youth soccer with ages as low as six years old, starting their athletic journeys. Mr. Wynalda then told a personal story about a man that was recruiting young athletes including Mr. Wynalda's six-year-old son. The man's pitch was that if the parent were willing to spend a thousand dollars a month for his tutoring, he would be able to make their children into professional soccer players. Mr. Wynalda's response to this was that his son was just six years old and had a lot of time before this type of tutoring would be required. Weeks later, Mr. Wynalda witnessed the same pitch being delivered to another family that seemed awestruck that their child had the talent to be a

professional (at the tender age of six no doubt). Mr. Wynalda speaks in soccer coaching conventions where as a part of his presentation he plays a video of young turtles in the Galapagos Islands trying to make it to the sea, but being picked off by seagulls as they try to achieve their goal. When asked why he does this he responds that this is to highlight the slim odds of someone son or daughter receiving a college scholarship for soccer. He asks the coaches at the conclusion of the presentation, “Are you the ocean, or a bunch of seagulls”, to highlight whether the coaches intentions are pure or that they are capitalizing on the growth of the game.

Question 2: Should a player admit to a referee an undetected handball that resulted in a late-game go-ahead goal?

To prompt discussion on this question, the audience responded to a question on how a soccer player should handle a situation when inadvertently making a goal on a handball. See Figure 4.2 for the wording of the question based on an actual situation and the audience responses.



4-3 Audience Poll for Question 2

This question generated a lot of discussion among the panelists and introduced the concept of “part of the game.” Mr. Wynalda provided an example from the World Cup Qualifiers in 2012 that involved a similar scenario. World-renowned striker Thierry Henry was playing for France when he handed the ball not once but twice, scoring the game winning goal on one the handballs. This robbed France’s opponent Ireland from participating in the 2012 World Cup and was investigated by FIFA (the call was not overturned).

Mr. Wynalda then states that at the start of the panel with the introduction of the A.I.R. concept he was reminded of something, which brought up a memory of an ethical young basketball player. Who upon having the ball touch his hand on its way out of bounds went over to tell the referee about what had transpired though his teammates told him to remain quiet. In today’s sporting world, there is so much money on the line now and we would love to say that everyone has the integrity to speak out about unethical happenings, but with human nature, stating that we need to win at all costs the lines can be

blurred. Mr. Wynalda states that if the referee would ask him about the handball, he would tell him the truth, but if he were not approached, he would let the call stand.

Padraig Smith then interjected that this type of behavior occurs on a daily basis in the sport and that oftentimes when two players go for the ball; both will appeal for a favorable decision even though one of them knows the decision should not go his way. Mr. Smith felt that now every play is being contested due to the lack of accountability. However, it is very hard to make a player stand up and say “I deliberately did that”, due to the competitive nature of the sport. Mr. Smith reminded us that this one of the reasons why we love the sport is that we can go home and complain about the results. It is a part of the games and a part of the sport’s fabric.

In responding to this question, Jill Ellis admitted that by participating in this panel made her think a lot about ethical behavior and if there were degrees of ethical behavior. “It’s a human game”,

It’s a human game”, Ellis said and that there will always be a level of human error in referee calls.

Ellis said and that there will always be a level of human error in referee calls. Ms. Ellis says that she would never tell her players to go out and intentionally hurt someone, but she expects them to be first to the ball on a play (which may result in some physical activity). How the coach’s instructions are interpreted falls on the shoulders of the player. Ms. Ellis closes by saying that though this is a part of the game; it is unfortunate that it still happens to transpire.

Robert Elstone concurred with the points made by Jill Ellis stating that he believes that there are various levels of ethical behavior. Mr. Elstone recounted that when he played rugby, the players strived to get away with whatever they could. Mr. Elstone sees this environment present in soccer today in a more eloquent manner. Players can do this through playing around with the defined boundary to get a more favorable result (through being nice to the referees). Mr. Elstone is not convinced that money is the root of all of these problems; he believes that these actions are due to the same competitive desires and instincts that all athletes have, where the money may not be worth the feeling of winning.

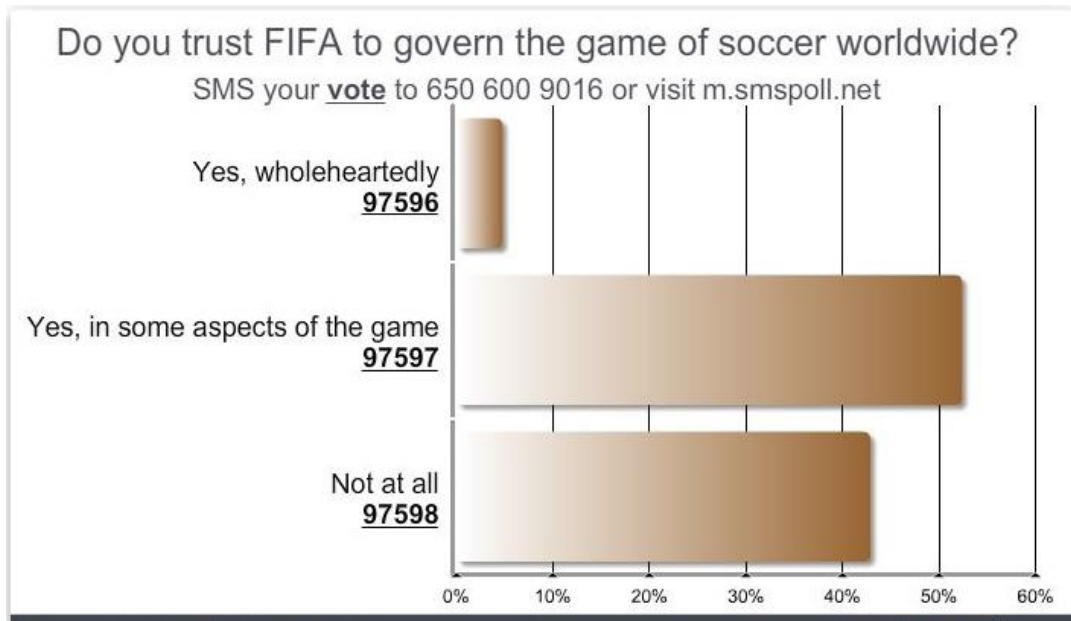
Mr. Elstone raised the question on what can remedy ethical issues during the game. His feeling was that he is fine without further video interference believing that the result of the game is what it will be. Mr. Elstone’s biggest frustration instead is the clock system employed by the sport, because of the rampant time wasting strategies employed by different clubs. Mr. Elstone says that there is no transparency in the Premier League regarding the clock and how the time is conserved. Mr. Elstone states that he believes that the clock needs to stop for certain events to prevent time wasting from occurring, though this is not an easy fix in the least. Another area that frustrates Elstone is the activities outside the pitch that influence the game. Mr. Elstone states that he has witnessed the manager of a club, sending message to the ball boys around the pitch telling them not to throw the ball back to the players of opposing teams. Mr. Elstone states that this is the most despicable and unethical practice and that it kills him inside to see it, due to the ethical precedence it sets for the youth.

Robert Elstone’s comments generated further discussion from the panelists. Jill Ellis told of her former boss Pia Sundhage admonishing players for time wasting stating that is wasteful to the game. Ms. Ellis related that many players felt at the end of the 2011 Women’s World Cup that the US lost due to not “burning the clock.” Rather than calling it time wasting, Ellis terms the practice “time management.” Ms. Ellis felt that time management is a competitive strategy that can help win or lose games. Ms. Ellis told a story about when she took the US’ U-23 team to Norway she discovered that the grass was cut long (to slow the US down). To resolve this issue, Ms. Ellis provided a polo shirt to the grounds keeper in order to have the surface watered down. As coach, you always seek a competitive edge for your team. Mr. Smith

injected a concluding remark that time wasting can often backfire, as a team was relegated to a lower division in the Premier League due to time wasting when they needed another goal to survive the drop. What started out about missed handballs led to candid discussions about ethical behavior of the players, referees, and coaches on the pitch (soccer field).

Question 3: How have the arrests and investigation of top executives of FIFA cast doubt over the transparency and honesty of international soccer? What needs to happen to regain the trust of FIFA?

As the final question for the workshop, the audience was asked if they trusted FIFA to govern the game of soccer worldwide. Figure 4.4 shows the results – with “yes” in some aspects of the game and “not at all” being the prevalent views of the audience.



4-4 Audience poll for question three

Robert answered this question by immediately distancing Everton from FIFA indicating that FIFA had “no bearing” on Everton on a “daily basis.” Even so, Robert indicated that the current FIFA scandals were a “tawdry affair” and that FIFA needed to “re-establish trust.” Mr. Elstone prescribes that FIFA use money tracking structures like the Premier League in order to figure out where expenses are coming from. Mr. Elstone closes by saying that the scandals have been a dismal affair.

Padraig Smith echoed Elstone’s sentiments about the need for FIFA to “re-build the trust” and added that in many parts of the world, these leaders were “not used to operating in a transparent matter” and money was funneled in many different ways. Mr. Smith stressed that there is a difference in culture between UEFA and FIFA. UEFA’s culture has an extensive corporate governance policy that makes it easier for the organization to run things properly in an ethical manner. Mr. Smith felt that FIFA suffers from having too many organization cultures at play under one roof, which has allowed corruption to run amok. Mr. Smith concluded, “We need to do better, and we cannot allow the governing body of this great sport to be run in the kind of manner that leads to these kinds of problems.”

Jill Ellis reminded the attendees that “there is good out there”, in regards to FIFA, and praised FIFA for their work on FIFA women’s leadership panel to advocate for more female coaches. Her suggestion was

that to fix FIFA the organization must be more transparent. Ms. Ellis felt that we do need the organization to be an advocate of the sport and still has the intention to grow the game.

“The best way to clean it up is to clean it up” said Eric and used his own past interview experience with currently suspended FIFA President Sepp Blatter as an example of the indifference. When Eric asked Blatter about racism among the organization and on the field, Blatter responded with “it does not exist”, denying the racism that Eric has personally witnessed as a player, coach and analyst. Eric summed up his view on Blatter and FIFA by saying “it’s delusional, it’s arrogance, and it’s greed.” Mr. Wynalda states that trust can only be regained through a completely new regime, and that Sepp Blater needs to step down for allowing this proven corruption to be perpetrated. Mr. Wynalda felt that, “The political nature of FIFA is nothing short of disgusting, due to how it has changed the game to such an extent that everyone associates one thing with FIFA, and that is corruption.” Entering some humor in the dismal question on corruption in FIFA, Mr. Wynalda then closed the discussion with bringing up a redeeming quality of the scandal - now people in the U.S that pronounced FIFA as (Fife-A) now know the correct pronunciation, which he considers a part of the growth of the game.

Emcee Dylan Gannon ended the panel presentation with asking each panelist to answer the polling question –Do you trust FIFA to govern the game of soccer worldwide? Answers were:

Eric Wynalda – Resounding No

Jill Ellis – Somewhat

Padraig Smith – In the future, yes

Robert Elstone – No

“We need to do better, and we cannot allow the governing body of this great sport to be run in the kind of manner that leads to these kinds of problems”

Dr. Olson concluded the Student Workshop by stating that what he heard today could not be taught in the classroom and then delivers thanks all around. The audience was encouraged to take a boxed lunch and join in informal discussions with the panelists.

Student Perceptions

After the workshop concluded and everyone lined up to get their boxed lunch, students were asked by reporters on their perceptions of what they heard during the panel discussion. An undergraduate Jill Ellis fan, Kristin, answered, “It was good to get an insider perspective” and proudly displayed the book autographed by Ellis. Maximilian Kopp, an MBA international studies student from Germany, said he noted that the ethics discussed were mostly “part of the game” and as a lifelong soccer fan, “that’s why we love it.” Feedback from the student workshop survey included:

What aspects of the FIFA to the Pitch: The Ethics of Soccer student workshop were the most valuable?

“Hearing the personal opinions, beliefs, and thoughts for improvements from such influential and credible people. Talking to the panelists before and after the workshop was beneficial as well.”

“The cross section of speakers was excellent. We heard about the issue from the player all the way up to the executive level. This was unique and valuable.”

“The different viewpoints and perspectives from different people in the soccer world.”

“Hearing real stories from professionals.”

“All of it. As a fan of soccer I just sat there and absorbed the information. I also talked to them after and before when I went to brunch with the panelists so I got to know more that wasn't said at the panel.”

“All of it. Amazing event, best thing I've seen on campus or off. No complaints or changes to be made whatsoever. If anything, I would have voted for a longer time frame, maybe open up an extra 30 minutes at the end for open questions.”

How has your participation in this event contributed to your understanding of ethical decision-making, ethical leadership, sports ethics and principle-based ethics Education?

“It's helped me understand that there is never a clear cut answer. Many decisions in sports are tough and challenging to talk about. Also sometimes the best way to solve issues, such as a corrupt corporation is to start over and bring in new people for the job.”

“Give me another perspective on how ethics come into play in the sports world. Reemphasizes how complex these issues can be.”

“Hearing from sports professionals speak about what they believe is ethical and unethical really opened my eyes to a new understanding.”

“It was shown that ethics is a big part of all organizations and all lines of sport. I heard real world stories and can learn from what the panelists did correctly and what they could have changed.”

“I didn't realize ethics had a wide range in everything done on the pitch and off the pitch. It made me look at the game differently.”

“It's good to talk about it all. Gives a solid foundation moving forward.”



4-5 Jill Ellis and Padraig Smith with Emcee Dylan Gannon



4-6 Robert Elstone talking with audience after workshop



4-7 Jill Ellis Conversing with UCCS Student

Chapter 5. Community Panel Presentation

Reported by Connor Pabich

The community portion of the “From FIFA to the Pitch: The Ethics of Soccer” events was held at the Garden of the Gods Club and Resort in Colorado Springs. The audience of 157 included 28 college and high school students, 72 business or community representatives, and 57 educators. Schools represented at the dinner event were Academy International Elementary, Eagleview Middle School, Mountain Ridge Middle School, Air Academy High School, Coronado High School, Discovery Canyon High School, Front Range Christian High School, Green Mountain High School, Kent Denver High School, Lake County High School, Palmer High School, Pine Creek High School, St. Mary's High School, Colorado College, Colorado State University, Colorado State University – Pueblo, and UCCS.

As people arrived to the picturesque venue looking over the Garden of the Gods, the panelists met with attendees informally for autographs and pictures.



5-1 Pine Creek High School Soccer Players and Coach Meeting Robert Elstone

Welcoming Remarks

Dr. Eric Olson opened the event with an overview of the UCCS Sport Management Program similar to presented at the afternoon Student Workshop. Interesting facts for the high school students in the audience was that that there is high competition for a spot in the UCCS Sport Management Program, with most students admitted to the program have high school GPAs of 3.3 or higher. Dr. Olson introduced Dr. Tracy Gonzalez-Padron. Dr. Gonzalez-Padron shared the background of the Daniel' Fund Ethics Initiative at UCCS and encourage everyone to participate in the audience polling. The audience enjoyed their meals and lively conversation. After the entrée, the ethics panel program began with Dr. Olson introducing the evenings emcee, Richard Fleming.



5-2 Community Panel Emcee Richard Fleming

Emcee Richard Fleming

Mr. Fleming, the Director of Broadcasting for the Colorado Rapids, joined the Rapids in March of 2013, bringing with him over 25 years of experience as a sport journalist. As the dinner event was limited in time, Mr. Fleming kept the panelists focused on the topics of ethics in soccer centered on three questions. Mr. Fleming introduced the panelists, starting with Eric Wynalda, a sports analyst for Fox Sports and a former MLS striker. He then moved to Jill Ellis, the head coach of the current world champions, the US Women's National Team. Mr. Wynalda felt that Jill Ellis deserved a standing ovation and the crowd agreed resoundingly. After the attendees returned to their seats, Mr. Fleming introduced Robert Elstone, the CEO of Everton Football Club. Finally the last panelist was introduced, Pádraig Smith, the Sporting Director for the Colorado Rapids.

Community Panel Highlights

As in the Student Workshop, an audience poll related to the panel questions. The answers were very similar to the student workshop with few variances. However, the responses by the panelists varied from the lunch.

Question 1: What ethical issues do you encounter in your role in the soccer industry?

After the short introductions the night truly began with the first question, "What ethical issues do you encounter in your role in the soccer industry?"

Mr. Wynalda opened the answering to the first question with three ethical issues in soccer that he finds most relevant. The first issue was when referees fail to take accountability for a mistake, explained with a story from his experiences. During a soccer game, eight red cards were issued in a matter of minutes. Mr. Wynalda explained that it all stemmed from a player stepping on the head of an opponent and a racial slur tossed at that player. That resulted in a brawl among the players. After the commotion had settled and five red cards given, the referee called the coaches over to him. Mr. Wynalda was one of

those coaches, as the two head coaches and an assistant coach approached the referee; the referee remembered he was being assessed that night. A coach not staying in the technical area is a red card offense. Therefore, after calling over the coaches to the field, the referee sent all three of them out of the game with red cards as required by the laws of the game. That referee is still officiating games to this day.

His second topic focused on simulation or, “diving.” Rather than repeating the story from the luncheon, he stated that diving was “cheating the game.”

“How can a player say to his son, after his son gets hurt, to be tough when that player had not even been touched on the field and he acted like he got struck by lightning!”

He believes that it sends a terrible

message to kids that lying is not only

acceptable, but it can also be beneficial. He said, “How can a player say to his son, after his son gets hurt, to be tough when that player had not even been touched on the field and he acted like he got struck by lightning!” Mr. Wynalda believes that the only way to solve this problem is to play big brother and watch the recordings. He believes a \$50,000 fine and a three game suspension will solve the problem. While \$50,000 is nothing to these players, if they cannot play that will affect them a lot more.

Mr. Wynalda’s third point focused on the money side of the game. He is disappointed that football has become such a money-fueled game. His feeling is that soccer has shifted from a beautiful game into strangers looking for a paycheck.

The next panelist who answered was Jill Ellis. She was quick to explain the issues on the Women’s Side of football. She believed, “there are certainly ethical issues within the game.” She spoke about a few of the top players in the game including USWNT stars Abby Wambach and Carli Lloyd that sued FIFA over the right to play the Women’s World Cup on real grass instead of artificial turf. More injuries occur on artificial turf fields compared to grass fields. The most prevalent issue with this is that men play on grass fields. It is not that Canada does not have grass fields suitable for a World Cup; it is simply a FIFA rule that requires women to play on artificial turf. Ms. Ellis believes that, “this would never happen on the men’s’ side.”

Ellis recommends more females in executive positions making decisions to address gender inequality in salaries and prizes. For example, in 2014 the German Men’s team, the World Cup champions, won \$35 million whereas the US Women’s team only won \$2 Million for winning the Women’s World Cup in 2015. People believe women’s football receives less funds because their teams are less technical and boring to watch. Ms. Ellis believes that if a player can pick her head up and punish a goalkeeper from 50 yards in the World Cup Final that is impressive.

In terms of her players, her only instruction is to be the first to the ball. She does not tell her players to play dirty; she just wants them to play the game to the best of their abilities. Mr. Wynalda jumped in to say that while he was at the Women’s World Cup no one called it that. People simply referred to it as “The World Cup.” Ms. Ellis believes that women in this era definitely have a place in sport.

Robert Elstone had some interesting points to make regarding ethics on the executive side of sport. He opened by explaining more about Everton. He mentioned that the club formed in 1878 and created to give the community and identity, a badge. Worldwide it is known as “The People’s Club.” Everton supports over 2000 charities worldwide and is heavily involved in 60 community programs. He is very proud that the ticket prices increase at a rate 1% lower than that of the livable wage. Current prices are as low as £20/game for adults. He then spoke briefly about the premier league that is famous for its glamour and glitz, yet formed on integrity and transparency.

One of the main problems Mr. Elstone faces is negotiating for players. “Do we sell? Do we buy? Can we pay the players their wages?” He mentioned that agents are very good at testing ethics on deadline day – the last day for contract negotiation. Another ethical issue he faces daily is regarding the Youth Programs. There are over 30 teams looking for the next “Ross Barkley.” The youth development programs are under a lot of scrutiny in Europe. This scrutiny originates from the requirement to drop the recruiting age from 16 to 11 years old. It has become harder to find young boys willing to leave their friends from wherever they are coming from and come the Everton School to have the possibility of becoming a professional footballer.

Padraig Smith had some fascinating facts about UEFA and the Champion’s League to share regarding ethics in sport. He explained how money is the root of the game. He made very clear right from the start that UEFA is not FIFA. He then spoke about the UEFA Champion’s League or UCL for short. Mr. Smith spoke about the 1967 Glasgow Celtic team that won the UCL with 14 of 15 players on the squad growing up within 10 miles of the stadium, but he grew somber mentioning that the last, “homegrown team” to win the UCL was the Ajax academy in 1994. In the past 20 years only one team outside of the big four, England, Germany, Italy, and Spain, has won the UCL, that team was Porto in the 2003/04 season. Mr. Smith attributes this to the financial benefit of playing and winning the UCL. In the past, this tournament had only the pride of winning it as a prize.

As the money for competing in the championship increased, the team incentive and strategy changed. Prizes in total for the 2014/2015 season exceeded \$1.4 billion. Financial prizes encouraged teams to spend money. An

.... a Hungarian team that made it to the group stage of the tournament, lost all six of their games, and still given €9 Million in prize money.

example of the pressure to play in the Champion’s League was a Hungarian team that made it to the group stage of the tournament, lost all six of their games, and still earned €9 Million in prize money. This is triple their average annual revenue, all for losing six games. Mr. Smith explained that to participate in the UCL a team must perform well in their home league. To perform well in their league the team must purchase the best players, which generally means spending the most money, including players’ wages. A problem arose when teams went into so much debt that players were not paid. This does not concern big players like Messi and Ronaldo, it concerns the 80-85% of players paid only a living wage. This concerns the players trying to make ends meet.

UEFA introduced Financial Fair Play (FFP) as a way to solve this problem. This was the first system to provide a “salary cap” and implemented in Ireland. The Irish league reported losses dropping from €7.5 Million to a breakeven point. This system punishes teams that are violating FFP. One specific example Mr. Smith was Panathinaikos F.C., a team removed from contention in the UCL for failure to pay their players. Mr. Smith told us about his experience informing Panathinaikos about their removal from the UCL. The fans did not receive the news well. The local newspaper had Mr. Smith’s daily schedule including where he was eating and sleeping every day. The situation grew hostile for him and he left the country. A less dangerous example he presented was the \$75 Million fine placed on Manchester City and Paris Saint Germain. The teams practically pulled the money from their pockets.

A team that cleverly avoids the FFP sanctions is Chelsea. This team has around 40 players loaned out worldwide. The team does this because they are unsure if a player is top quality or not at a young age, but if the player does turn out to be a star Chelsea does not want anyone else to have these young players. This tactic hurt Chelsea in the 2014-2015 UCL game against Atletico Madrid. Thibaut Courtois, a goalkeeper on loan at Atletico from Chelsea, helped to knock Chelsea out of the tournament with amazing performances against his parent team.

Question 2: Should a player admit to a referee an undetected handball that resulted in a late-game go-ahead goal?

The second question of the night was, “Should a player admit to a referee an undetected handball that resulted in a late game, go-ahead goal?”

Eric Wynalda, a former player, insisted that, “If it’s clear that the player intentionally handled the ball they should absolutely be punished.” He reminded everyone that in baseball it takes under two minutes for a decision made on a questionable call. He also referred to his earlier statement that a substantial ban and a fine is the only way to get rid of cheating in the game.

Jill Ellis stated that, “on a personal level, it’s cheating.” She also voiced, “It’s something that if that’s how you have to win the game you should be ashamed.”

If that’s how you have to win the game you should be ashamed.”

Robert Elstone mentioned the financial side of a handball that results in a loss for a team. He stated that one bad call could end up costing £2 Million. He reminded everyone that the difference between fourth and fifth in the Premier League is astronomical because it is the difference between a UCL spot and a Europa League spot. Although, he also referred to Mr. Wynalda’s statement about a deliberate handball and posed the question, “Who draws the line? Who proves it was a *deliberate* handball?”

Pádraig Smith believes that handballs are, “part of the game. It’s not a good part of the game, but it’s part of it.” He also stated that, “We don’t want to add a lot of breaks to our game, but replays have been incredibly helpful.” Mr. Smith also referred to Mr. Wynalda but focused on his view of simulation. “There are grey areas. Take for example, you might not be fouled, but you could lose your balance and fall.”

Question 3: How have the arrests and investigation of top executives of FIFA cast doubt over the transparency and honesty of international soccer? What needs to happen to regain the trust of FIFA?

The final question of the evening focused on FIFA. “How have the arrests and investigation of top executives of FIFA cast doubt over the transparency and honesty of international soccer?” “What needs to happen to regain the trust of FIFA?”

Looking at poll number from the night, almost no one in the room said they trust FIFA wholeheartedly. Eric Wynalda was very passionate about his distrust of

“The *only* way to fix FIFA is to change its face.”

FIFA given he had an opportunity to interview Sepp Blatter. The one question he feels most strongly about that he asked Mr. Blatter regarded racism in the game. Mr. Blatter replied that it does not exist. Eric simply replied to this statement with, “Try again.” Mr. Wynalda believes, “The *only* way to fix FIFA is to change its face.” He believes Sepp Blatter needs to step down as the President of FIFA because the organization is a business that requires ethics. Mr. Wynalda closed his portion of the night with, “I’m sorry Mr. Blatter, but your time is up.”

Jill Ellis agreed with Mr. Wynalda about a change of face. She believes there must be a, “complete overhaul.” She voiced that, “It’s about having trust in people.” Ms. Ellis wants a system of checks and balances because when information only goes through two people it is corrupted. She also believes there is a financial rationale involved in promoting the game.

Robert Elstone agrees that FIFA needs a new face and a fresh start, but he is worried that it is, “a long way away.” He is disheartened by the fact that what happens at FIFA has little to not impact on what happens and Everton and that the reverse is true. He dislikes the lack of connection. He believes that FIFA hurts England because of their past issues and past relationship because there will likely never be a World Cup in England ever again.

Pádraig Smith agreed with everything that was said about FIFA. He mentioned that a football association in developed countries, such as UEFA,

“On the pitch it’s still the beautiful game.”

have good corporate governance structures, but FIFA is not in developed countries. FIFA is in developing countries where corruption is more prevalent. Mr. Smith called for not only a change of face, but also a complete change of structure. Mr. Smith does not trust the current FIFA, but he trusts in what it could become. Mr. Smith concluded the evening with a reminder to everyone that is or was hurt by the FIFA scandal that, “On the pitch it’s still the beautiful game.”



5-3 Palmer High School Soccer Players and Coaches

Audience Perceptions

At the end of the night, attendees felt as if they had just heard a conversation among friends instead of a question and answer session. Many people enjoyed hearing both sides of the argument that these things are, “part of the game.” Most stayed to continue the conversations about ethics in soccer with lively debates occurring. A survey sent to those attending provided the following comments.

What aspects of the FIFA to the Pitch: The Ethics of Soccer dinner event were the most valuable?

“Aspects that were most valuable to me include 1) learning much more about how the overall FIFA governance structure works and its effects (or not) on the day-to-day life of players and coaches. 2) Learning how the issues with diving are or are not affecting the game and viewership. 3)

Understanding in greater detail how commercialization of the sport has impacted players, especially those from leagues that do not have the resources to really compete. 4) Jill Ellis' comments on gender equity in soccer."

"The breaking rules really stuck a note for me. I think it's a very important topic along with the sexism that goes along with soccer."

"I really liked hearing the different perspectives on different issues as far as from a former player's view, coach, and management within an organization."

"The panel was timely, and they are current experts in their fields."

"I enjoyed hearing about ethics and sports because at times it seems that the only thing important in sports is winning."

"Eric's discussion about changing the game with Diving and missed calls-very impressive."

"Hearing the perspectives of a former player and now game analyst, a coach, a business leader and someone who worked financial fairplay was invaluable. It provided the opportunity to see ethics issues from people "sitting in different seats" of responsibility which, in turn helped me to analyze the validity of my own perspective. While there were points where I did not agree with the speaker it did help me contextually to see how others view the things I see and things that I think I understand but maybe do not have all the information."

"The passion of these national leaders in the game of soccer - to practice in the utmost ethical manner - was so inspiring. Jill's passion for the game made me want to work with her. I felt so proud to be an alumnus of UCCS."

"What I valued most was the quality/knowledge of the panelists and their knowledge around the topic."

"Hearing from a range of perspectives. It is always great to get the bigger picture!"

"The Panel discussion disclosed to me more of the ethics and management issues within international soccer. It is fairly well publicized that the governing body of FIFA has corrupted and influenced the game in several deleterious ways, but I was unaware of how systematic the ethical malfeasance went. To withhold pay from players, and influence tournament seatings was quite revealing. All sports have "had these types of ethical issues, but it seems in the US they are addressed more quickly thanks to a vigilant press."

"The panels overall credibility was very high. The chance to meet with other individuals who shared a common interest. Moments where specific recommendations were made (Wynalda saying a 3 game suspension + a fine for diving/simulation). Personal stories about how they address a situation. What they did, good or bad, and why it was good or bad."

"I really liked hearing Jill talk. Especially about women and their place in sports."

"It was interesting hearing about some of the issues a player, coach, CEO and Sporting Director would encounter and how they were all different."

"The format of the panel discussion was well thought out. Each speaker contributed well from their own personal perspective."

"I loved the panel guests you guys brought in. It doesn't get any better than Eric Wynalda and Jill Ellis. Just to be in the room with them was a treat. Then their insight to the game and the issues surrounding them were inspiring, enlightening, and so informative. The 3 questions you had that people texted their answers to gave us a quick poll of the room and probably a general idea on the way most Americans think about the current issues that are surrounding the game. Overall, great experience."

How has your participation in this event contributed to your understanding of ethical decision-making?

"I've been coaching for 39 years and this event has given me additional perspective on the topic."

"I understand more now especially than I did before about making ethical decisions and the corruption within the system."

"It has opened my mind to new perspective in terms of difficult decision making when it comes to making the "right" decision."

"For sure, as frustrating as it is living in a world where cheating is ok as long as you don't get caught, it is great to hear from people deep in the soccer world believe that honesty is always the best solution."

"I realized that the ethical issues in soccer are multi layered."

"Expanded my horizons" so that what I thought was a settled viewpoint was expanded to include the perspectives of others.

"Learning about how Everton FC was founded over 100 years ago on ethical principles and how that impacts the club's approach to business operations today."

"I appreciated that the ethical issues were addressed at all level from player to governance. Presenting the ethical dilemmas in this format provided me with a deeper understanding of the complexities of participating and competing world-wide and why some of the unethical actions happen. I agreed with the panel in that FIFA needs to be re-imagined with new leadership and accountability at all levels if players are going to be treated fairly."

"Simply acknowledging that ethical issues exist and hearing how leaders in the sport work through them is valuable."

"It has broadened my knowledge of the ethical issues in sports, specifically soccer."

"With the recent events concerning the lack of ethics in sports figures, this panel displayed and spoke with authority on the importance of being honorable and holding up integrity as an important factor in holding their people accountable."

"I am learning we have a larger responsibility outside of our specific sports team to our players as they enter society as a whole."

"I truly enjoy learning about how to make decisions correctly and exploring the many factors that go into making such decisions. ... Learning how to make proper decisions for particular situations, especially in the classroom, can be incredibly boring. This event was the antitheses of that. It was fun, engaging, and enjoyable."

"It was eye-opening to see all the different levels of ethical dilemmas posed to soccer players, coaches, CEO's, etc."

“It has changed the way I think about the game on an international level. It was very eye opening to hear about even more corruption and scandalous activity at the highest ranks. When I watch professional and international soccer, I am going to reevaluate my thinking on what actually goes on behind the scenes for many of these players, coaches, referees, and owners. However, I am still going to teach my own children and the children that I coach that at the heart of this sport or any sport for that matter should always be "character." We need to be honest and have integrity, even if world governing bodies, coaches, owners, or players aren't always going to display these virtues and traits. Start locally and maybe in time it will permeate to the rest of the world. Keep instilling the proper virtues we so desperately need to see in society, especially with the youth, and maybe in time it will see itself void of dishonesty and corruption. We can hope.... ”

“It was valuable to hear the different points of views on the different ethical challenges the sport faces at different levels, because now I can map it to parallel issues I find in the corporate environment I work in.”

Chapter 6. Next Steps

Actions to Prevent Misconduct





How can players, coaches, and managers prevent ethical issues or address ethical issues in soccer? The Daniels Fund Ethics Initiative Principles are a resource for ethical behavior in sports. During the panel discussions at the student workshop and the community dinner, panelists provide some recommendations for individual accountability for ethical behavior that relate to the ethical principles. After both events, students should be able to integrate the Daniels Funds Ethics Initiative Principles to the business of sport.

- **INTEGRITY:** Strive for winning the right way. Championships of teams with earn a reputation for honesty, not purchase reputation.
- **TRUST:** Consider all parties (Athletes, family, coaches, employees, community). Remember you are representing something bigger than you are, such as a manager represents the company; a soccer player represents their club and country. Treat employees well and be involved in the community.
- **ACCOUNTABILITY:** Admit to an inadvertent handball. If you make a mistake, you should admit to it and tell your supervisors or coaches.
- **TRANSPARENCY:** Promote open communication. Establish a system of checks and balances in sports teams, clubs, and sport governing bodies to prevent corruption, misuse of funds, and tax violations.
- **FAIRNESS:** Provide equal opportunities for all players of the game, including the type of field (grass or turf) and wages. Promote a diverse workforce.
- **RESPECT:** Bullying and berating players or team members has no place in soccer. As Jill Ellis says, “We all need to do our part in changing behavior”.
- **RULE OF LAW:** Follow the rules in soccer. Just because cheating has become part of the game and everybody is doing, it does not mean it is okay.
- **VIABILITY:** Protect the whole organization of soccer, and make sure all clubs can survive. Make sure that every component of a company or organization has resources (leaders, employees, money) to succeed.

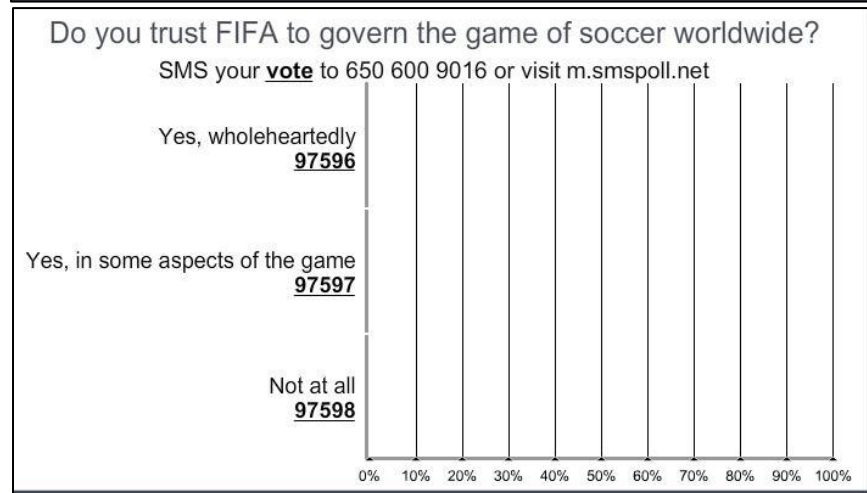
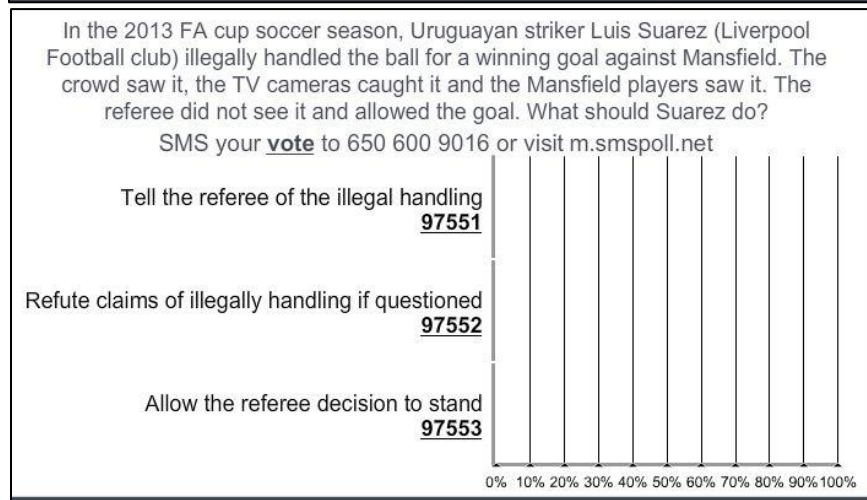
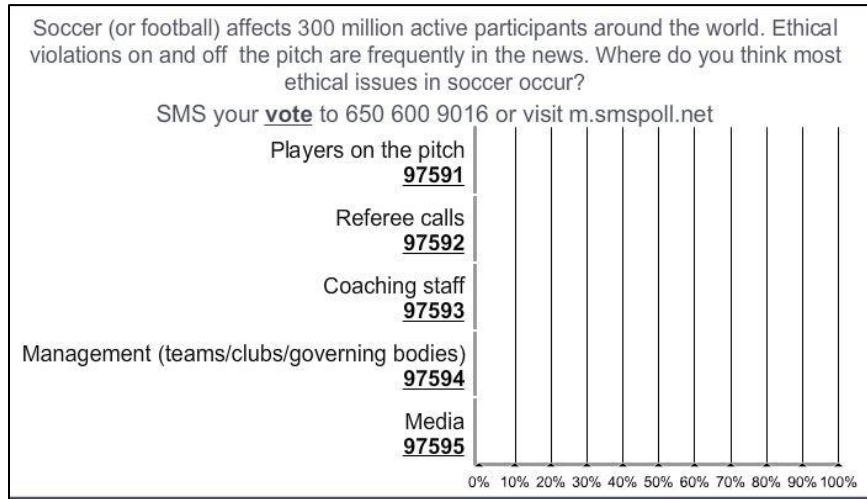
Concluding thoughts

The From FIFA to the Pitch event introduced several ethical issues as to the conduct and culture of the FIFA and the sport of soccer as a whole. The ethics of on the field cheating and simulation discussed and the opinions provided by the panelists provided a wide range of perspectives for the audience to ponder. The discussion into FIFA’s behavior and status brought out the passion in the panel as they discussed steps to promote the integrity of the sport.

Appendix A Panelists

	<p>Jill Ellis is a soccer coach who is currently the head coach of the United States Women's National Soccer Team and a development director of the United States Soccer Federation, overseeing the national youth teams' development program. In 2015, the United States Women's National Soccer Team won the World Cup Championship under her leadership. Ellis was appointed head coach on May 16, 2014. She has also served as head coach for various university and United States national youth teams over the years.</p>
	<p>Eric Wynalda was inducted into the US National Soccer Hall of Fame in 2004 after an extraordinary professional, international, and collegiate career. He scored the first goal in the newly formed MLS and played for the Miami Fusion, New England Revolution, and Chicago Fire. Internationally he played for Bundesliga club Saarbrücken and the US Men's National Team where he scored 24 goals in 106 caps.</p> <p>Broadcasting Career: From 2001-2008 he served as match commentator and studio analyst on ESPN's coverage of the FIFA World Cup, MLS, and NCAA College Cup.</p> <p>In 2009 he joined Fox Soccer as studio analyst and served as co-host of <i>FOX Football Fone-In</i> and as host of the network's World Cup preview show, <i>Passport to South Africa</i>. In May 2010, he played an integral role as an on-site correspondent for both FOX Soccer and FOX Sports' coverage of the UEFA Champions League Final in Madrid. In 2014 he called UEFA Champions League final, live from Lisbon's Stadium of Light.</p>
	<p>Pádraig Smith is the Sporting Director for the Colorado Rapids of MLS. He joined the Rapids in January 2015 having spent 3 ½ years in Switzerland with UEFA working on Financial Fair Play. Originally from Ireland, Pádraig spent 5 years with the Football Association of Ireland as Internal compliance Officer and then Head of Finance. He has served as a member of the 'European Professional Football League' (EPFL) Finance Committee and the UEFA Club Licensing and Financial Fair Play Steering Committee. A keen amateur footballer, skier and cyclist Pádraig is a Chartered Accountant (CPA) and a member of the Marketing Institute of Ireland.</p>
	<p>Robert Elstone was appointed CEO of Everton Football Club in 2009 after having served as Deputy CEO since 2005. During his tenure he introduced a number of key strategic, organizational and structural initiatives that have led to improved financial performance, greater stability in the business and a strong, empowered management team. He has also helped drive substantial commercial process in retail, sponsorship – the club's record Chang deal, and ticketing and is now leading the club's search for a new stadium.</p> <p>Other Prominent Positions: Prior to joining Everton FC, Robert served as Director of the Sports Business Group with Deloitte and as Director of Football Business Affairs at BSkyB. Among his clients were Juventus, Nike, Norwich City FC, the Scottish Premier League, and rugby's Super League.</p> <p>Athletic Accomplishments: Represents Great Britain in the duathlon. Climbed 21,000 ft. peak in the Himalayas.</p>

Appendix B Audience Polling Questions



Appendix C Feedback Survey

What aspects of the FIFA to the Pitch: The Ethics of Soccer event were the most valuable to you? Why?

What aspects of the FIFA to the Pitch: The Ethics of Soccer event were the least valuable to you? Why?

How has your participation in this event contributed to your understanding of ethical decision-making, ethical leadership, sports ethics and principle-based ethics Education?

What panelist(s) resonate with you? Please select one or more and feel free to add a comment of why.

- Jill Ellis, US Women's National Team and World Cup Champion Head Coach
- Robert Elstone, CEO Everton Football Club
- Eric Wynalda, FOX Sports Soccer Analyst
- Pdraig Smith, Sporting Director Colorado Rapids

Was there a specific topic(s) or subject(s) you would have liked to have had included - but was omitted?

Is there any additional information you would like to have regarding Daniels Fund Ethics Initiative Principle-based Ethics Education? If so, please identify what topics or items you are interested in receiving.

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