

Origins and Development of College Athletics Organization

I. Origins and Development of College Athletics Organization

College sports is about two things:

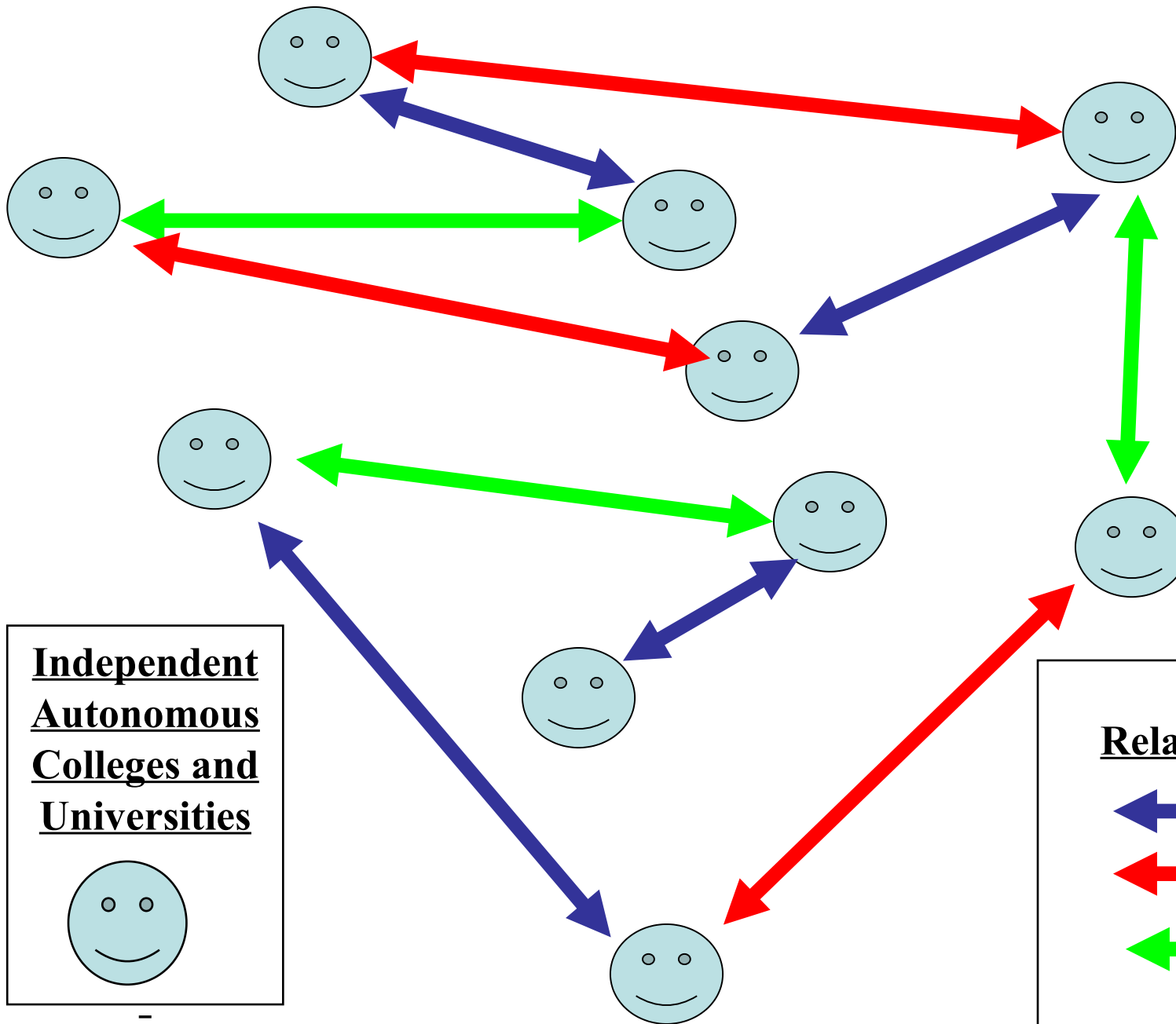
- the individual **competitions** themselves and
- the regulations that define a **sports program**.

The transition from rule-making for **individual sports**, particularly football, to the governance of institutional **athletic programs** created the structure of college athletics, and launched a governance process that has ever since been under constant revision and readjustment to match the ever expanding scope, size, and popularity of college sports.

Unlike most professional sports, college sports since the early part of the twentieth century have been about a **program with multiple sports**, not about the **individual sports operated separately**. Although we may follow football, basketball, soccer, track, hockey, or lacrosse, without much interest in the other college sports, the governance of college sports is an activity about the **program**.


Within the evolution of college sports, **football has always had a dominant** role, and the effort to control and manage football defines much of the organizational character of college sports.

Decentralized Governance of College Sports (before 1906)

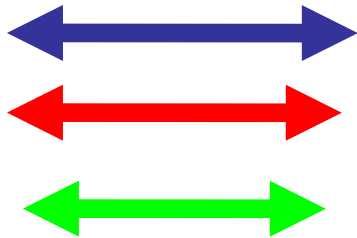


In this arrangement, each college's sports teams negotiated their competitions with other colleges independently without uniform rules or renewals.

**Independent
Autonomous
Colleges and
Universities**



Relationship Rules



This decentralized approach illustrated above focused on individual sports within individual colleges and had a variety of advantages and disadvantages

Advantages of Autonomous Colleges and Sports

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- Each college sport **maximizes** its own opportunities without regard for the needs or opportunities for other sports at their own college.
- Each college sport could **negotiate individual agreements** with other colleges.
- The agreements could **vary** by circumstances from year to year.
- Colleges only locked into **short term** agreements.
- **No college** is required to agree to anything.

Disadvantages of Autonomous Colleges and Sports

-
- **Can not** achieve economic and publicity **benefits** that come from large group agreements.
- **Can not leverage** resources of many institutions for improvements and stability in arrangements.
- **Can not rely** on long term **agreements** to support long term **expenses**.
- **Can not use strength** of many institutions **to defend** individual sports or colleges.

In the decentralized mode, the arrangements among colleges for athletics were key news stories: Two examples of colleges working out individual agreements. Have to do this for each set of competitions. Sometimes doesn't work as indicated in Georgetown/Virginia example.

COLLEGIATE RECONCILIATION.

Special to The New York Times.

New York Times (1857-Current file); Mar 21, 1905; ProQuest Historical Newspapers The New York Times (1851 - 20 pg. 12

COLLEGIATE RECONCILIATION.

Georgetown and Virginia Agree to Re-sume Athletic Relations.

Special to The New York Times.

WASHINGTON, March 20.—Committees representing Georgetown and Virginia Universities to-day met at Charlottesville, Va., and concluded negotiations for a resumption of athletic relations between the two colleges.

An ironclad eligibility code has been adopted, and the agreement covers three years. It has been agreed to play two baseball games this year, one at Charlottesville and the other at Georgetown, the dates to be fixed on the commencement days of both institutions. A football game will be played at Georgetown on Nov. 11, which will be the most important game for these schools. Next year Georgetown will play at Charlottesville or Richmond, thus alternating each season. After this year the big game will take place on Thanksgiving Day.

Georgetown and Virginia Make a one season deal

YALE-HARVARD ATHLETICS.

Special to The New York Times.

New York Times (1857-Current file); Jan 15, 1905; ProQuest Historical Newspapers The pg. 7

YALE-HARVARD ATHLETICS.

Two-Year Agreement Renewed—After the Summer Resort Athletes.

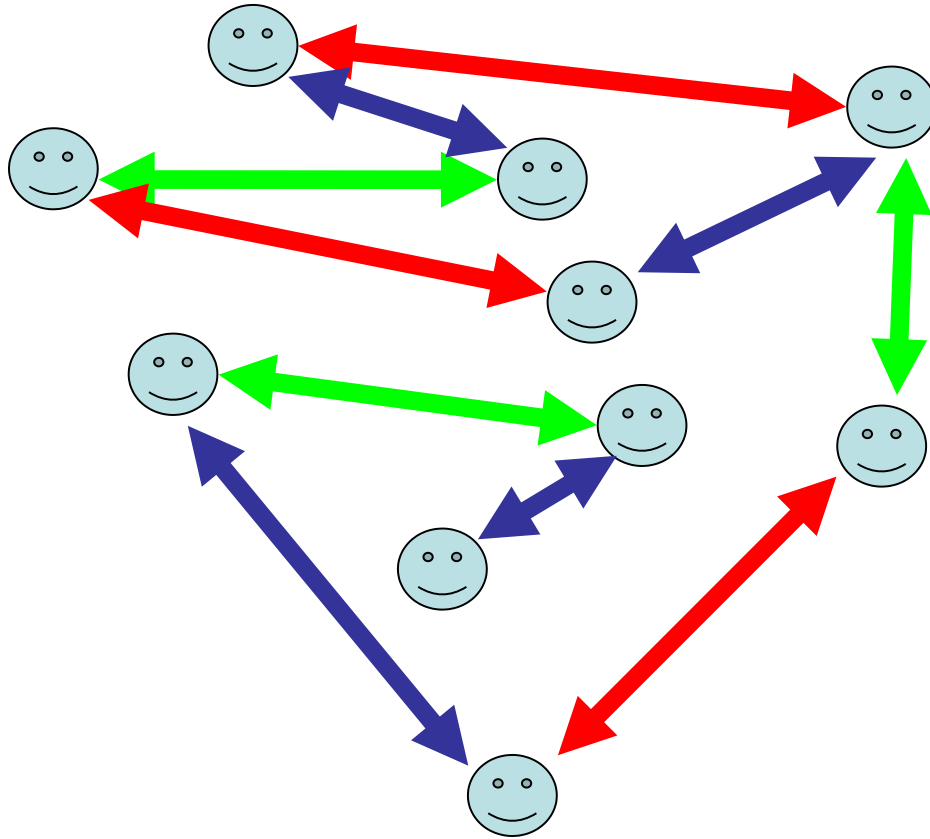
Special to The New York Times.

NEW HAVEN, Conn., Jan. 14.—The Yale and Harvard athletic advisers and directors met at the home of the Rev. Anson Phelps Stokes, Jr., this afternoon for a discussion on the athletic relations between Yale and Harvard, and adjourned this evening, after agreeing on all matters that came up for discussion.

Yale and Harvard make a one season deal

What Produces Change and Requires Central Governance?

In the early 1900's, with much controversy over the violence and injury rates of college football, the leading institution's coaches began extensive conversation about how to change the rules of college football so that the risk of injury could be reduced. Within this conversation, a subtext was the possibility that the colleges would eliminate football as too dangerous to be permitted. This is the scary external force leading to change.



**Threat of breaking all the links,
whatever their character or
advantage to the colleges.**

FOOTBALL RULE CHANGES

Special to The New York Times.

New York Times (1857-Current file); Mar 30, 1903; ProQuest Historical Newspapers The New York Times
pg. 5

FOOTBALL RULE CHANGES

Committee Favors Open Game and Reduction of Mass Plays.

Yale and Pennsylvania Representatives
Said to Oppose Changes Suggested—
Definite Action April 18.

Special to The New York Times.

ATLANTIC CITY, N. J., March 29.—As a result of the meeting of the football rules committee held here on Saturday it is now certain that several changes will be made in the rules governing the game before the college cleveus line up for their first games this Fall. The committee favors a

Beginning of process to reform the rules of college football to reduce injuries. Note that each institution appears to have a veto.

1903

Institutions participated in a Football Rules Committee, which sought to establish common rules for football games. Clearly these changes sought to sustain the popularity of the game.

FOOTBALL RULES CHANGED

Special to The New York Times.

New York Times (1857-Current file); Jun 9, 1903; ProQuest Historical Newspapers The New York Times
pg. 10

FOOTBALL RULES CHANGED

Mass Play Formations Are to be Restricted.

Quarter Back Hereafter Must Make End
Runs—More Open Play Assured
by the Alterations.

Special to The New York Times.

NEW HAVEN, Conn., June 8.—Two important changes in football playing rules were announced to-night by Walter Camp, Yale's athletic adviser and Secretary of the Football Rules Committee, which has been meeting throughout the Winter. The two new rules will operate to a large extent in making the game more interesting to spectators, as it will henceforth be more "open" in character.

1904

"OPEN" FOOTBALL GAME SUGGESTED BY CAMP

**Yale Committeeman Advocates
Ten Yards for a First Down.**

PRINCETON AND HARVARD ON IT

**Argument for the Progress of the Ball
at Greater Speed and More
Kicking.**

**In these negotiations about
college football, the principal
actors are the coaches, not
university officials.**

In developing rules for football, the conversations are not university conversations but football conversations. This recognizes the predominant importance of football to colleges because of the large crowds football could attract.

YOST'S NEW FOOTBALL PLAN.

*New York Times (1857-Current file); Dec 20, 1904; ProQuest Historical Newspapers The N
pg. 10*

YOST'S NEW FOOTBALL PLAN.

**Michigan's Coach Modifies Camp's Sug-
gestion of Ten Yards for First Down.**

Coach Yost of the University of Michigan favors changes in the football rules, and has devised a working plan for Walter Camp's suggestion of ten yards to a first down. He contends that the rule might be made effective provided the rules governing the attack were changed so as to make it possible to gain the necessary distance for a first down. He thinks there should be a rule requiring ten yards to be gained for a first down, except inside the opponents' twenty-five-yard line, when the distance to be gained should be five yards for a first down, as under the present rule.

FOOTBALL IS A FIGHT, SAYS PRESIDENT ELIOT

Harvard's Head Vigorously At-
tacks the Game.

STRONG PREY ON THE WEAK

Conditions Governing the Sport Dr.

Eliot Describes as Hateful—Wants
\$2,500,000 Endowment.

Special to The New York Times.

CAMBRIDGE, Mass., Feb. 1.—President Charles W. Eliot of Harvard, in his annual report, which will be published tomorrow, comes out with an attack on football which is all the more bitter for the certain effect it will have on the game and the opposition which the report has met from time to time.

Football, according to Dr. Eliot, is a fight, and its strategy and ethics are those of war. The game, he says, is played under established and recognized rules, but the uniform enforcement of these rules is impossible, and violations of them are in many respects highly profitable toward victory. Thus, coaching from the side lines, off-side play, holding and disabling opponents by kneeling and kicking and by heavy blows on the head and particularly about eyes, nose, and jaw are unquestionably profitable toward victory; and no means have been found of preventing those violations of rules by both players and coaches. Some players are never guilty of them, and some are only guilty of them when they lose their tempers, but others are habitually guilty of them.

By 1905, the football rules argument had begun to be an institutional argument, although the university's control over the game, its rules, and its coaches is still not clear. Harvard's president denounces football as corrupt and its rules unenforced. Thinks there is no way to regulate the players or the coaches.

ROOSEVELT CAMPAIGN FOR FOOTBALL REFORM

He Summons University Advisers
and Asks Them to Agitate.

MAKERS OF RULES PRESENT

They Are Told That Brutality Should
Be Eliminated and Fair Play
Be Assured.

Special to The New York Times.

WASHINGTON, Oct. 9.—Having ended
the war in the Far East, grappled with

1905

College football is of such significance that it gains the intense interest of the nation's president who considers football of vital national interest to the American people. He looks to the prominent coaches, not presidents, or the trustees, to find a solution to the problem.

the railroad rate question and made his position clear, prepared for his tour of the South, and settled the attitude of the administration toward Senator Foraker. President Roosevelt to-day took up another question of vital interest to the American people. He started a campaign for reform in football.

Around his table at luncheon were gathered the men who rule the game, Dr. D. H. Nichols and W. T. Reid of Harvard, Arthur T. Hillebrand and John B. Fine of Princeton, and Walter Camp and John Owsley of Yale. They are athletic advisers of their universities, and John B. Fine and Walter Camp are members of the Rules Committee of the Intercollegiate Football Association.

1905

The President has some personal interest in the game aside from his general interest in athletics, for his son has entered the freshman squad at Harvard and has already had cause to know how rough the sport may be, having received a black eye and other bruises in scrimmages.

Mr. Roosevelt, in beginning his talk to his guests, told them that he liked the game, but he felt that something should be done to reform the rules, especially in the interest of fair play and the discouragement of rough play, and asked them to undertake to start a movement to that end.

Public sentiment is yearly growing stronger against the brutality of the game, he declared, and the death of a man in order to win a game will result sooner or later in universal condemnation of it as a part of college athletics.

Key elements here are focus on fair play (no cheating) and safe play (reduce injuries and death). Note the close engagement of Roosevelt with the details of the game.

These comments recognize the instability of arrangements for football games in the early years, in this case Yale and Harvard have difficulty agreeing.

The President's sentiments and counsel were responded to with hearty approval, his guests thanking him for his initiative in the matter and promising their support to his ideas.

The President was especially glad to see his old friend Camp, who graduated from Yale in 1880, which was the President's year at Harvard. The two became acquainted in the athletic contests between the universities then, and have kept up the friendship ever since.

This is not the first time that Mr. Roosevelt has taken a hand in intercollegiate athletics. When he was Police Commissioner of New York, in 1896, he patched up a truce between Yale and Harvard, and brought about an agreement that has held good ever since.

REFORMING FOOTBALL TO REDUCE INJURIES

Players and Enthusiasts as Anxious as Any to Reach That End.

RESENT BRUTALITY CHARGES

Do Not Want Game Crippled by Adoption of Mistaken Rule Changes That Will Be Ineffectual.

For the past five years there has been more or less agitation for rule changes in football to accomplish the purpose of reducing the liability to injuries, or, as most reformers put it, eliminating its brutality. While in the main the changes inaugurated have been beneficial, they have gone but a short way toward attaining the end sought. The most important step yet taken has been that initiated by President Roosevelt in his recent calling of leading football advisers and coaches to

The drumbeat for reducing the injury and death rate in college football continues, but some worry that the rules changes required for safer play may make the game less interesting or popular. These, of course, are themes that will recur over and over again throughout the subsequent history of football. The challenge of game safety vs the violence essential to the game.

ABOLISH FOOTBALL, SAYS HARVARD BULLETIN

Or Radical Changes Will Have to
be Made in the Game.

PLAYERS COACHED TO "SLUG"

Scathing Condemnation of Present
Rules, Which Make Game Un-
fitted for Human Body.

Special to The New York Times.

CAMBRIDGE, Mass., Oct. 18.—President Roosevelt's plea for changes in the rules governing college football found hearty support and indorsement in an article published to-day in The Harvard Bulletin, which it is asserted represents graduate sentiment. It declares that football ought to be substantially changed or else altogether abolished. Charges are made that the game is growing more uninter-

Both of these articles highlight the challenges to football that include the threat of abolishing the game. We now see the shift from coach control towards more university control with the threat of abolishing football. While presidents can't manage football, they can call for its abolition.

FAVOR REVISION OF RULES.

New York Times (1857-Current file); Nov 27, 1905; ProQuest Historical Newspapers
pg. 5

FAVOR REVISION OF RULES.

College Heads Say Failing This, Football Should Be Abolished.

CHICAGO, Nov. 26.—Telegrams received by The Chicago Tribune to-day from the Presidents of universities and colleges in all parts of the country in reply to requests for comments on the large football mortality and accident list this year show that the prevailing sentiment among these educationalists is strongly in favor of early revision of football rules, and an understanding or agreement whereby danger to life and limb to the participants in the game may be reduced to a minimum. Failing this, most of them think that it would be better, both for the future of education as well as athletics in America, were the game to be abolished.

ABOLITION OF FOOTBALL OR IMMEDIATE REFORMS

College Presidents Denounce
Game and Demand Changes.

CRISIS OF SPORT AT HAND

Rules Committee Is Blamed for Its
Failure to Heed Previous Warn-
ings of Dangers Incurred.

The present agitation against college football seems likely to lead to either a complete revision of the playing rules or the abolition of the game. The utterances of college Presidents throughout the country all favor a radical departure of some sort from the game now played, and many advocate the abandonment of the sport. These are unmeasured in their denunciation of gridiron contests. The death

Although the college presidents appear to have little control over the process of setting the rules for college football and concede authority to the coaches. They raise the stakes with an increased threat to abolish the game.

nunciation of gridiron contests. The death of Harold Moore of Union College in the game with New York University on Saturday and the serious injury of Capt. Hurley of Harvard and Douglas Carter of Columbia have precipitated the crisis. Unless the Rules Committee yields to the public clamor and devises effective means to make the game less dangerous to participants many universities will certainly abandon it.

Chancellor MacCracken of New York University, in addressing the students yesterday, urged the abolition of the game. He set forth three reasons why the sport as at present conducted should not be tolerated longer. He said it was homicidal, exalted bulk and brawn over brains, and emphasized money-making unduly. It was the general impression of the students who heard his arraignment that the last game of football had been played at the university. The cancellation of the sophomore-freshman contest further tended to support this belief.

FOOTBALL CONFERENCE CALLED FOR NEXT WEEK
New York Times (1857-Current file); Nov 30, 1905; ProQuest
pg. 6

FOOTBALL CONFERENCE CALLED FOR NEXT WEEK

**N. Y. University Invites Colleges
to Act on the Game.**

TO MEET HERE DECEMBER 8

**Favors Abolishing Sport, but Defers
Definite Action — College Men
Plead for Its Continuance.**

The Council of New York University
yesterday declared in favor of the aboli-

FOOTBALL AGITATORS AWAIT BIG CONFERENCE
New York Times (1857-Current file); Dec 2, 1905; ProQuest Historical Newspapers
pg. 7

FOOTBALL AGITATORS AWAIT BIG CONFERENCE

**Opponents of Game Approve
Columbia's Stand Against It.**

FRIENDS PLEAD FOR SPORT

**Dean Meiklejohn of Brown Says It De-
velops Courage and Self-Control—
Thinks Evils Can Be Cured.**

The agitation against football seems to
have partially subsided. Chancellor Mac-
Cracken said of the New York Universi-
ty's action: "We propose to await the
result of the coming conference, before
moving again in the matter." This ap-

**Continued pressure to fix the rules of the game for fear that it will be abolished.
Some mobilize in support of a reformed game. Argument now directed towards
convincing university administration.**

FOOTBALL CONFERENCE AT THE WHITE HOUSE

**Harvard's Coach Meets Presi-
dent to Discuss Game.**

NO DEFINITE ACTION TAKEN

**Columbia's President Announces Rea-
sons Why Football Was Proscribed
—Students to Protest in Mass
Meeting.**

WASHINGTON, Dec. 4. — President Roosevelt met Dr. William T. Reid, Jr., and Herbert White of Harvard to-day at luncheon for the purpose of conferring with them regarding the results of the past football season, with a view to framing measures for the reforming of the game. The conference was compara-

KEY MEETING FOR COLLEGE SPORTS

FOOTBALL CONFERENCE WILL CONVENE TO-DAY

**Thirteen Institutions Accept In-
vitation to Participate.**

WEST POINT FAVORS GAME

**Only Two Colleges Declare Against
Continuance of the Sport—Gen-
eral Move for Reforms.**

At least thirteen colleges will partici-
pate in the football conference to con-
vene at the Murray Hill Hotel this
morning in answer to the invitation of
New York University to consider the
question whether or not football should
be abolished as an intercollegiate sport.

FOOTBALL RULE CHANGES SATISFYING TO CRITICS

Radical Suggestions Answer
Many Objections to the Game.

OPEN PLAY IS NOW POSSIBLE

Important Work Still Remains for Con-
ference in Non-Technical Ills—
Army and Navy Game.

Those critics of football that have been crying out for radical changes in the technical game to cure all the ills of the college body should certainly be satisfied with the developments of the first meeting of the Rules Committee in Philadelphia on Saturday evening. The changes suggested are surely numerous enough and far-reaching enough to please any one. The student of the game who ana-

Resolution
efforts move
ahead but
continued
challenges
to the game

1905

MACCRACKEN ATTACKS FOOTBALL OLIGARCHY

Forces Controlling the Game De-
nounced at Alumni Dinner.

“COMMITTEE ON MISRULE”

Chancellor of University Compares
Committee Members with the
Russian Grand Dukes.

Chancellor MacCracken of the New York University at the annual dinner of the Alumni of that institution, given last night in the Hotel Manhattan, said that in certain respects the football question resembled the Russian problem. In Russia it was the people against the Grand Dukes. In America it is the football people against the football Grand Dukes.

FOOTBALL RULE CHANGES JEOPARDIZED BY YALE

Dead-Lock Threatened at Meet-
ing of Rules Committee.

WISH OF MAJORITY OPPOSED

New Haven's Delegate Must Not Block
Reform Unless Ready to As-
sume Responsibility.

Resolution
arguments
and conflicts
continue

When the Intercollegiate Football Rules Committee meets at Philadelphia to-night to act on the changes suggested to the playing rules, the impression seems to be that there will be no action of any kind taken, unless there is an agreement to the proposal to set aside the unanimous consent provision. The obstacles are Walter Camp and Yale. If the unanimous consent of the seven delegates is necessary to effect changes, as has been the case heretofore, the meeting will end in a dead-lock. Camp, it appears, is opposing

FOOTBALL CONVENTION WANTS ONE RULE CODE

Asks Old Committee to Co-ope-
rate in Reforming Game.

AMALGAMATE OR ACT ALONE

Sweeping Action by College Confer-
ence at Murray Hill Hotel After
Stormy Session.

After a stormy session that lasted for nearly nine hours, the representatives of the sixty-two colleges and universities that gathered at the Murray Hill Hotel yesterday to act on the football situation and to secure reforms in the game came to a happy conclusion that promises to accomplish the end desired. For five

FOOTBALL IS PROHIBITED BY HARVARD OVERSEERS

Game Is Stopped Until Acceptable Reforms Are Made.

CRIMSON MEN ARE DISMAYED

No Hint as to What Changes Will Satisfy the Authorities—Ban May Be Permanent.

Special to The New York Times.

CAMBRIDGE, Mass., Jan. 15.—The Board of Overseers of Harvard University dropped a bombshell in the Harvard football camp to-day by announcing that at its meeting on Jan. 10 last it had voted to temporarily abandon football. The action was simply astounding to every Harvard man in Cambridge, and has every one agitated beyond measure. The time

FOOTBALL HIT HARD BY WESTERN COLLEGES

Game Abolished If Suggested Reforms Are Not Ratified.

FIVE MATCHES IN A SEASON

Radical Recommendations Regarding Length of Season, Eligibility, Finances, and Coaching.

Special to The New York Times.

CHICAGO, Jan. 20.—The meeting of the conference colleges called together here yesterday afternoon, in answer to the request of President James B. Angell of the University of Michigan, came to an end to-night after making suggestions with respect to the modification of the conditions under which football shall be played that will deal a staggering blow to the popularity of the game in the West.

The threat to eliminate football asserts power and authority of institution over coaches.

FOOTBALL COALITION IS FINALLY SECURED

Two Rules Committees Unite to
Enact Uniform Code.

PROF. DENNIS THE NEW HEAD

Harvard Representative First Joins
Conference and Is Elected Its Sec-
retary—No Executive Board.

The amalgamation of the old and new football Rules Committees was effected early this morning at the Hotel Netherland. The members of both bodies came to New York to their respective meetings last evening primed for this action. There

Resolution efforts appear to succeed.

TEST FOOTBALL RULES BY ACTUAL FIELD PLAY

New Committee to Arrange for
Trial of Proposed Changes.

SMOOTH SAILING AHEAD

Sub-Committees to Make Specific Sug-
gestions to Next Meeting, Jan. 27
—Camp Deposed as Secretary.

A long step was taken toward the settlement of the uncertainties that have beset the changing of the football rules to meet the general demands for reforms at the joint meeting of the two committees appointed to effect changes in the code before it adjourned at 3 o'clock yesterday morning. Besides the merging

1906

NEW FOOTBALL GAME SHAPED BY COMMITTEE

After Twelve Hours' Session Tentative Plan Is Adopted.

THE DEFENSE IS WEAKENED

Camp's Ten-Yard Proposition Approved
—Recommendations Generally Aimed to Open the Play.

The National Intercollegiate Football Rules Committee held an all-day session at the Murray Hill Hotel yesterday and adjourned at 10 o'clock last night, after twelve hours' deliberation, with the whole scope of rule changes mapped out for adoption. The main points under every head were taken up and discussed and acted upon, but codification and phraseology were left to the next meeting of the committee. Two weeks will intervene before the fourteen members of the committee gather again at the Murray Hill to take definite action, the interim being employed to consider the ideas, to frame the wording of them, and to make such additions as may be deemed necessary after the schemes advocated are thoroughly discussed by the constituents of



VOTE TO SUSPEND FOOTBALL.

Chicago Faculties Declare for Abandoning Game for Two Years.

Special to The New York Times.

CHICAGO, Ill., Feb. 1.—Western football, tottering from the savage blows dealt at the recent conference at the Chicago Beach Hotel, received another hard jolt to-day by the Faculty of the University of Chicago. Professors of the midway institution voted unanimously for the abolition of the game for a period of two years, provided that the other conference colleges consent.

More radical than the sensational resolutions of the recent conference was the action of the united Faculties of the local university. The resolutions, it was held, were not severe enough to purge the game of the most vile, disgraceful, unathletic, and un-

Even as deal is worked out, some continue to advocate for abolition of football. The University of Chicago faculty action is a significant opinion, but the faculty do not have the power to suspend football.

FOOTBALL REFORM CODE HAS BEEN COMPLETED

Committee Adopts Final Rules at
Meeting at Murray Hill Hotel.

GAME TEN MINUTES SHORTER

Hurdling, Holding, and Tripping De-
fined—Protection for the Catcher
—Other Technical Changes.

The American Intercollegiate Football Rules Committee has completed its work of reforming the game of football, and the new game is a fact. There may still be one or two minor changes in the rules at a subsequent meeting of the committee, but no further changes are believed to be necessary or desirable. It is the unanimous opinion of the Rules Committee that the work it has done will attain all the objects sought for in the revision and will answer all reasonable objections

Establishment of a new structure of rules for football achieved with expectation it will lead to continued operation of the game. Theoretically the game will be safer.

COLLEGIATE REFORMERS TO CONTROL ATHLETICS

To Centralize and Regulate All
Sports in the Future.

THE GATE RECEIPTS PROBLEM

How to Maintain Sport and Eliminate
the Financial Feature Is the
Real Question.

Within a couple of weeks the biggest
movement that has ever been undertaken
for the reform and control of collegiate
athletics will be well under way. The

Headlines hit the main points of
the reform:

- Centralize and regulate all
sports.
- Focus on the relationship
between money and the
integrity of the game.

It is determined by the prominent educators interested in the coming plan that the new order of things that has been born of the agitation against football shall be firmly established and jealously maintained. It is resolved that the reformation shall go further and shall embrace the centralization and control of all collegiate athletic activity in such a way that any return to the old conditions will be impossible, and that the real serious difficulty in college athletics shall eventually be removed.

Recognizes that money is the key problem, and in this case, the main source is ticket revenue from football.

Thinks that too much money is at the root of all problems, but the universities have built stadiums that will require them to continue to focus on money.

Recognizes that football is driving the new order that includes all college sports and prevents a return to the operating conditions of the past.

Naturally the main difficulty is money—gate receipts in its immediate expression in college athletics. To eliminate the gate and still provide for the support of the elaborate systems of athletics built up by the various colleges is the ultimate end. From the excess of money have developed all the exaggerations of the present, all its evils—for none of them would have been possible without a plentiful expenditure. While it would seem a simple matter to prohibit gate receipts and at once destroy the root of them all, the big plants erected and unpaid for have to be considered. To finance them and to provide for the legitimate continuance of athletics in their helpful influence is the problem ahead.

Harvard has an enormous debt on her stadium. Yale is planning to create one by building a similar structure, for which she has already amassed a considerable surplus with which to begin it. Pennsylvania has a big bonded indebtedness on her field and gymnasium. Princeton, too, owes money for permanent improvements, and so does Cornell. Columbia is about to undertake a million-dollar stadium. It is impossible to maintain such athletic plants without big incomes.

Gives examples of big debts for athletic facilities at major institutions and says the universities must generate a large income primarily from ticket sales to pay this debt.

Knows that endowment and annual gifts (what we would call seat premiums today) won't be enough, and so income from the games is the only possibility. But hopes that the universities will restrain their spending, pay their debts, and return sports to a more reasonable financial basis.

How these incomes are to be provided is the question. Endowment, annual subscription, and gate receipts are the only possibilities. The first is improbable, the second impracticable, and the third inevitable. Economical expenditures from the vast returns from athletic contests must be made to wipe out bonded indebtedness, and then the restriction of annual budgets to a legitimate size is the plan. Then the limitation of intercollegiate contests and the gradual reduction of their number and the development of intracollegiate activity may follow.

Those who have directed their whole attention to the reform of football have missed the real point of the entire situation. The roughness and so-called brutality of football, the undue exaggeration of interest and hysterical excitement attending the games, even its dangers were very unimportant considerations compared to the real trouble due to the improper morale of sport, impregnating every branch and simply finding its most conspicuous expression on the gridiron. Those who made football the scapegoat are beginning to realize their mistake.

Finally, identifies one of the major problems as offering bribes that get students to come and play who shouldn't be at the university in the first place and only are kept there to help the teams win. Thinks keeping freshmen out of play for a year will help.

effected in intercollegiate athletics have dealt mainly with the evils of proselyting and professionalism. The actual payment of money to play has not been the difficulty, but the proffer of inducements of one or another kind, that brought men into college who had no reason to be there, no serious purpose, and who were continued and maintained purely for the sake of winning an athletic supremacy that meant mainly superiority in deception. It would have been far better, viewed from the standpoint of moral effects in the opinion of leading educators, to hire out of hand skilled players and have let them play.

The restriction of all freshmen until in residence one year and until examinations on that year's work have been passed has made proselyting unprofitable and therefore improbable. The prohibition against graduate students has tended to further prevent it in another form and finally the proscription against all students below a very high standard of scholarship removes the last objection from the standpoint of this class of candidates.

Success of the New Football
New York Times (1857-Current file,
pg. SM6

..... S U C C E S S

*They Have Come Through the
Severe Test of a Most Notable
Season with a Clear Record—Pessi-
mistic Prophets Confounded by the
Result.*

THANKSGIVING DAY will bring to a close the most notable football season the game has ever known. It is well understood that during the present Fall the sport has been on trial. On the issue of the season's play depended its continuance. It is especially gratifying to those who regard the game as the most virile and beneficial of the hardy outdoor pastimes that it has come through the severe test with the most creditable record. The changes wrought in the sport have been generally helpful and there has been scarcely a quarter whence encomiums have not been showered upon it. In a few minor technical details there has been a disposition to criticise the play, but with the tenor of the sport, the spirit of the play, and the general atmosphere of healthful rivalry manifested there has been no cause for complaint.

FOOTBALL'S DEATH RECORD FOR 1907

Eleven Players Killed and 98 Seriously Injured by the "Debrutalized" Game.

EFFECT OF THE NEW RULES

College Teams Show Decrease of Casualties, While Outsiders' Deaths Increased — Other Comparisons.

CHICAGO, Nov. 23.—The season of "debrutalized" football practically ended today with a record of eleven deaths and ninety-eight players more or less seriously injured. There is no decrease in the

ly injured. There is no decrease in the number of killed and only a slight reduction in the number hurt, as compared with last year's figures. The deaths by States in 1906 and 1907 follow:

State.	1906.	1907.
Illinois	0	2
Ohio	3	2
New Jersey.....	2	1
Pennsylvania	1	1
Michigan	1	1
Indiana	1	1
Utah	0	1
Connecticut	0	1
Iowa	0	1
Montana	1	0
Canada	2	0
Totals	11	11

As this chart indicates, the new rules had minimal impact on injuries and fatalities in college football, even if the reform dramatically changed the governance system of college athletics.

STAGG SUGGESTS FOOTBALL CHANGES

Chicago's Coach Falls in Line
with Army of Reformers
of the Game.

OPEN PLAY, LESS FATALITIES

Would Stop Massing Weight Against
Man Carrying Ball—Trials at For-
ward Pass Without Penalty.

CHICAGO, Dec. 21.—Coach A. A. Stagg has applied the knife to the forward pass in the cause of sane football. The University of Chicago mentor operated on the forward pass rules with a view to lessening the annual toll of football deaths and injuries, and will present the results to the national experts at next Tuesday's meeting of the Inter-Collegiate Athletic Association in New York.

As this article illustrates, famous coaches still drive the conversation about football rules and operations although they are more sensitive to the reform issues as the potential threat to the survival of football remains. The rules changes proposed were supposed to reduce injury and death.

FOOTBALL IN 1909 CAUSED 26 DEATHS

Highest Total in Many Years and
Almost Double That of
1908 and 1907.

70 MORE SERIOUSLY HURT

Chicago Tribune's Figures Show That
Majority Killed Were College Play-
ers Trained by Expert Coaches.

Special to The New York Times.

CHICAGO, Nov. 20.—Twenty-six killed, seventy seriously injured, and scores of others painfully hurt has been the cost of football to the United States thus far this year, according to the figures collected by The Chicago Tribune. The list of the dead seems to be a decisive answer, the Chicago paper says, to the assertion of the football experts that the development of the open game would lead to a lessening of the perils of the gridiron.

The number of deaths is the highest it has been in years, and is almost double that of either of the two seasons recent-

that of either of the two seasons recently passed. In 1907 there were only fourteen deaths, and in 1908 only thirteen.

It should be noted that The Tribune's total includes a number of players hurt in games played during the past year or even earlier, who have died during the current twelvemonth.

The facts also seem to disprove the claim of the game's supporters that it is the games of the untrained boys and the athletic clubs that cause the fatalities. Of this year's dead the majority were college players, supposed to have been hardened and made fit for the contests on the gridiron by expert coaches and long preparation.

As a result of the numerous fatalities and the agitation which they have stirred up, several colleges have disbanded their teams, and many of the city High Schools in various parts of the country have been forced to give up the sport.

Georgetown University of Washington, the University of Virginia, the United States Military Academy at West Point, and St. Mary's College, in Kansas, were among those which suspended the playing of the game.

A meeting of the Board of High School Principals in Washington, D. C., resulted in the casting out of all the games scheduled for this season, and the game will not be resumed next year unless the rules are changed radically.

The Faculty of Loyola University, at Baltimore, also canceled all the games for the remainder of the year, and the School Board at Bellefontaine, Ohio, decided to rule out all contests following the death of one player there.

Virginia May Forbid the Game.

The State of Virginia will probably be

Continued
challenge
from death
toll.

Efforts and
action to
cancel
football in
college and
high school,

Discussion
about what
causes so
many
fatalities,

January 3, 1909 NYT

Development of the organization continues with the IAA the predecessor name for the NCAA. Note that this is an institutional discussion that focuses on the all sports within what we now call a program

Notable Educators Meet to Discuss the Uplifting of College Athletics

*Football, "Summer" Baseball, Basket Ball, and Track Athletics
Special Topics Considered by the Delegates Representing
Fifty-six Universities and Colleges---Plan Higher Plane for
College Sports.*

The Intercollegiate Athletic Association of the United States

Its object shall be the regulation and supervision of college athletics throughout the United States, in order that the athletic activities in the colleges and universities of the United States may be maintained on an ethical plane in keeping with the dignity and high purpose of education.

Resolution Adopted at Annual Meeting Yesterday.

HARMFUL FOOTBALL MUST BE WIPED OUT

Intercollegiate A. A. Declares for
a Modification of the
Playing Rules.

REDUCE MINIMUM OF DANGER

Powerful Arguments of College Dele-
gates for Reform in Game—Recom-
mendation to Rules Committee.

Football was, as had been expected, the chief topic yesterday of the Intercollegiate Athletic Association of the United States in its fourth annual session at the Murray Hill Hotel. New football, old football, the open game, and the old five-yards-to-gain game, all had their adherents, with the great majority, however, apparently in favor of a radical revision of the present rules.

Yet even with the new organization, football violence remains a constant challenge. The IAA recognizes that the level of injuries and deaths must be reduced or football will be eliminated.. IAA organization addresses rules in ways that they hope will reduce risk of serious injury.

The IAA introduces rules changes to reduce violence and danger of game.

RADICAL CHANGES IN FOOTBALL RULES

New York Times (1857-Current/file); Aug 18, 1910; ProQuest Historical Newspapers The New York Times (1851 - 2003)

RADICAL CHANGES IN FOOTBALL RULES

Four Periods of Fifteen Minutes Each, Flying Tackle Eliminat- ed—Other Features.

After an extended period lasting nearly six months, the Intercollegiate Football Rules Committee yesterday announced in Spalding's Official Football Guide the rules which will govern the conduct of the game during the Fall season. Many of the changes are revolutionary in character and calculated to minimize greatly the danger of fatal accidents existing under the old rules.

The time of play is divided into four periods of fifteen minutes' duration instead of the traditional two halves of thirty-five minutes each. The usual intermission of fifteen minutes is maintained between the second and third period, but an intermission of three minutes only is allowed between the first and second and third and fourth periods. During this short intermission no player will be allowed to leave the field, nor will any one be permitted to come on the field save only the individual who looks after the physical condition of the players.

At the beginning of the second and fourth periods the teams change goals, but the down, the relative spot of the down, the possession of the ball and the distance to be gained remain as they were at the conclusion of the preceding period of play.

Another radical change is that governing the flying tackle. This has been entirely eliminated by a new ruling, which provides that a player must have one foot at least on the ground when tackling an opponent. The new legislation governing the forward pass, which a number of the experts were inclined to abolish altogether, will materially alter the play and aspect of the game.

This year's rules provide that a player is only qualified to receive a forward pass who is at least one yard back of his own line of scrimmage or occupies the position on the end of said line. No man may make a forward pass or kick the ball unless he is five yards back of the line of scrimmage.

The territory forward of the line of scrimmage, and consequently in the enemy's camp, is adjudged neutral for a distance of 20 yards pending the completion of a forward pass or kick. A forward pass is not legal if the ball crosses a line 20 yards in advance of the spot where it was put in play before touching the ground or a player.

In the case of a kick the players on the defense within the 20-yard zone must not interfere with the ends or other players in any way until these opponents have advanced 20 yards beyond the line of scrimmage.

Interlocked interference—that is, players of the side having the ball taking hold of each other, or using their hands or arms to grasp their teammates in any way—is forbidden, and it is also forbidden for any man on the side having possession of the ball to push or pull in any way the man running with the ball.

Another innovation is to be noted in regard to substitution of players during a game. A rule has been passed which provides that a player who has been removed for any cause except disqualification or suspension may be returned to the game once at the beginning of any subsequent period.

The longitudinal lines formerly marking the field are done away with, as the quarter back may now cross the line of scrimmage at any point.

The new rules have already been adopted by all the large colleges, nearly all of them being represented on the Rules Committee, which consists of L. M. Dennis, Cornell; E. K. Hall, Dartmouth; James A. Babbitt, Haverford; John C. Bell, University of Pennsylvania; Crawford Blagden, Harvard; Walter Camp, Yale; Paul J. Dashiell, Annapolis; W. L. Dudley, Vanderbilt; Parke H. Davis, Princeton; Lieut. H. H. Hackett, West Point; Dr. W. A. Lambeth, University of Virginia; C. W. Savage, Oberlin; A. A. Stagg, University of Chicago, and H. L. Williams, University of Minnesota.

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FOOTBALL DEAD 14 WITH THE NEW RULES
 Special to The New York Times.
New York Times 1857-Current; Nov 20, 1910; ProQuest Hi
 pg. 2

FOOTBALL DEAD 14 WITH THE NEW RULES

**Fewer Fatalities and Bad Injuries
 Shown in 1910, but Numbers
 Are Still Large.**

OPEN TACKLES GET MANY

**Cases of Concussion of the Brain In-
 crease—College Men's Training
 Does Not Save Them.**

CASUALTIES IN FOOTBALL.			
Deaths.			
	1910.	1909.	1908.
High school players.....	5	0	4
College players.....	5	10	6
Other players.....	4	7	3
Total.....	14	23	13
Causes of Death.			
	1910.	1909.	1908.
Body blows	1	5	3
Injuries to spine.....	1	3	3
Concussion of brain.....	7	5	3
Blood poisoning	2	2	1
Other causes	3	8	3
Total.....	14	23	13
Badly Injured.			
	1910.	1909.	1908.
College players	17	33	64
High school players.....	12	21	51
Grade schools	1	0	0
Athletic clubs	10	5	18
All others	0	5	3
Total.....	40	64	134

**Results of playing under new rules.
 Better but still not good.**

2013

To place the issue of death from football into context, a report in 2013 recognizes that football remains a dangerous and violent sport although the death toll, recognizing the much larger number of participants in high school and college by 2013, is still an issue.

“High school and college football have approximately 12 fatalities annually with indirect systemic causes being twice as common as direct blunt trauma. The most common causes are cardiac failure, brain injury, and heat illness. The incidence of fatalities is much higher at the college level for most injuries other than brain injuries, which were only slightly more common at the college level. The risk of SCT, heat-related, and cardiac deaths increased during the second decade of the study, indicating these conditions require a greater emphasis on diagnosis, treatment, and prevention.”

FOOTBALL RULES MAY NOT BE CHANGED

Intercollegiate Athletic Association Approves Present Code at Annual Meeting.

HIGHER PLANE FOR ATHLETICS

Eighty-two institutions of Learning Recommend That Athletics Be Controlled by Faculties of Schools.

Collegiate representatives from all parts of the United States assembled at the Hotel Astor yesterday at the fifth annual meeting of the Intercollegiate Athletic Association and discussed the various phases of amateur athletics. In this connection eighty-two universities, colleges, and schools are represented, and the meeting went on record as recommending that collegiate athletics be brought under absolute Faculty control, to be placed on the high plane of physical education, and to be eventually held in the same importance in collegiate pursuits as any other line of university or college work. The aim of the association is high and its endeavor is to eliminate all taint of professionalism and commercial spirit from amateur sport.

Period of major reform of football concluded by 1910. But the transition of college sports to a program run by the universities has become the standard. Note however, that everyone imagines that college sports can become less ruthlessly competitive. A challenge recognized at the very beginning of the intercollegiate enterprise.

The result of all the conversation, drama, and controversy around football and college sports between 1905 and 1910 changed the national governance system for college sports:

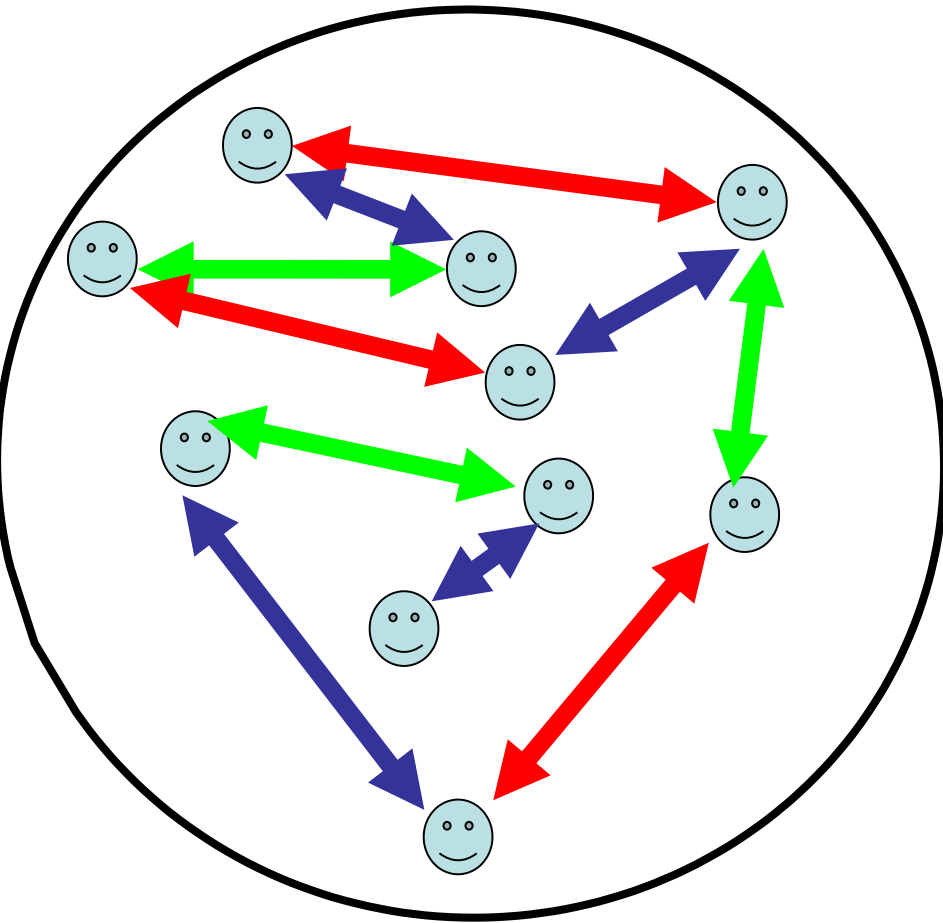
- from a collection of individual institutions that negotiated special, short term deals amongst partner schools primarily around the operation of football,
- to a consolidated system of college sports focused on the complete program of intercollegiate athletics at each institution and required arrangements to be negotiated among all participating colleges or universities.

This, then, is the start of the system that has prevailed in ever more complex and sophisticated, as well as controversial, form to the present. For all of its many failings, this approach provided the platform for the hugely successful college sports enterprise that has had such a profound impact on both K-12 youth sports and the subsequent transition to professional sports.

The key elements are visible in the diagram below. For a college's sports to compete against other colleges, its institution must follow the rules of the national organization applied to all schools. If college violates the rules, the institution's teams may not compete with other institution's teams. This is the organization's power and it requires that the institutions enforce the rules on each other, for the IAA/NCAA has no legal power to enforce it's own rules other than through the voluntary agreement of its members.

It is a remarkable record of expansion and adaptation, and whether this system is capable of continuing to serve its purpose into the next generation of high profile and celebrity driven college sports remains to be seen.

Old System



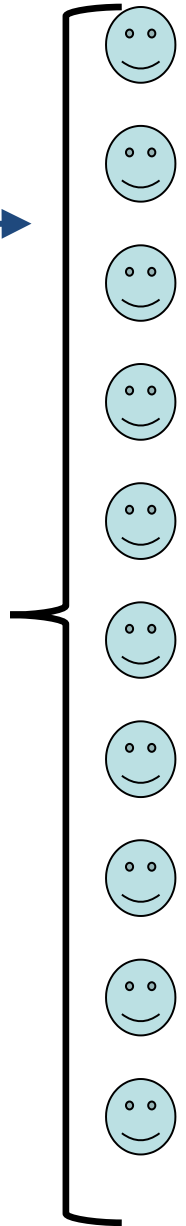
If don't agree with the rules, you are **OUTSIDE** the box and you can't compete with those **INSIDE** the box.

NEW System Puts All Colleges **INSIDE** the **RULES BOX**

If your college follows the rules, you are inside the box, and you can compete with other colleges. also inside the box.

If you follow rules, you can **ONLY** compete with those colleges inside the box.

If you don't follow rules, you are penalized by the other institutions inside the box.



With the invention of the IAA/NCAA that the university agree will set rules for all sports programs, the challenge then becomes the following:

- **how does this voluntary organization,**
- **without any legal authority,**
- **control athletics at colleges,**
- **that are legally independent and autonomous?**

What are the tools of governance and control?

What makes it possible for a governance system to work?

What is the critical resource?

What are the penalties for not participating?

Who has power and authority to act?

Always in sports, we must return to the fundamental purpose of the enterprise. This purpose is fundamental, for without it, there is no point in the competition.

Winning is what all sports are about. They do many other things in terms of skills, activities purposes, and value, but without a process of winning, there is no significant sport.

When we create the rules of a sport, we design the system we will apply to this artificially create competition, to determine winners and losers. We design a space for the competition, we establish a system for placing real individuals inside this artificial space, we create a system of rules that defines how they will compete against each other within the space and within the artificial time we designate, and then we complete the design of our sport by defining the method of determining winners and losers.

No sports organization of significance succeeds without the design features described here and an organization created to manage these artificially created sports competitions must pay special attention to the winning and losing process to ensure the organization's value to the participants. Without a system for identifying winners and losers, the organization's ambition to control college sports would fail.

For the college sports system, championships proved to be one the important mechanisms to give value to the membership and create an essential function for the system.

The following slide chronicles with a variety of examples the NCAA's determined effort to construct championships that would tie the individual colleges to the organization because it was the best way to identify sports winners. Establishing championships in many sports ensured that it would be harder break the NCAA because the supporters of many sports teams would want to remain where a national championship winner could be identified.

1910 Marks the beginning of the modern era in college athletics when on December 29, IAAUS changed its name to the National Collegiate Athletic Association (NCAA)

1914: First **football championship**, Yale Bowl Yale vs Harvard.

This follows the precursor championship of the **Harvard-Yale rowing regatta in 1852**.

1921: 62 NCAA Colleges and Universities, First National Collegiate **Track and Field Championships** in Chicago.

1924: First National Collegiate **Swimming Championship**, US Naval Academy.

1928: First National Collegiate **Wrestling Championship**, Iowa State

1938: First National Collegiate **Gymnastics Championships**, University of Chicago

First NCAA sponsored **collegiate tennis championship**

First National Collegiate **Cross Country championship**, at Michigan State

1939: First NCAA sponsored National Collegiate **Basketball Championship** at Northwestern University.

1941: First National Collegiate **Fencing Championships** at Ohio State

1947: First National Collegiate **Basketball Championship**, Kalamazoon Michigan

1954: **Baseball championship** reorganized by NCAA

First National Collegiate **skiing championships** University of Nevada Reno

1959: First National Collegiate **Soccer Championships**, University of Connecticut

1965: First National Collegiate **Indoor Track** championships in Detroit

1969: First National Collegiate **Water Polo** Championships Long Beach State College

1980: First Pilot National Collegiate **Rifle Championships**. A co-ed sport.

1981: **19 Women's Championships** established

WHAT HAPPENED TO THE WOMEN

During the expansion of the authority of the NCAA?

Women sports leaders sought to create an organization that would do for women what the NCAA had done for men, and in 1971 the Association for Intercollegiate Athletics for Women (AIAW) was founded to govern collegiate women's athletics in the United States and to administer national championships. It evolved out of the Commission on Intercollegiate Athletics for Women (founded in 1967).

But after Title IX made women's sports a key element for colleges and universities in providing equal access to opportunities for women, In **1982 the first Division I NCAA Women's Basketball Tournament** was held. The NCAA offered incentives such as transportation cost to participating members, something the AIAW was not able to do. When former AIAW powerhouses like Tennessee, Louisiana Tech, and Old Dominion decided to participate in the NCAA tournament, the AIAW tournament lost much of its appeal and popularity. NBC canceled its TV contract with the association. The remaining members decided to sue the NCAA to remain independent, but they lost their case, and after 1982 the AIAW had stopped operations and women's college sports became fully part of the NCAA.

How did the NCAA lose control over football television?

This is one of the most significant failures of the organization and demonstrates the challenge of operating a membership organization that requires the agreement of the members to enforce controversial or difficult policies.

The following slide adapted from Wikipedia outlines the efforts of the NCAA to control football television.

1939, The first televised college football game between Fordham University and Waynesburg College,

1939, Kansas State's -University of Nebraska was the second to be broadcast.

1940, University of Maryland - University of Pennsylvania broadcast by Philco.

1950, a small number of prominent football schools, including Penn Notre and Dame broadcast their games regionally

1951 season, the NCAA – prohibited live broadcasts but received much criticism and lifted some blackouts of sold out games

1952, Rose Bowl the first national telecast of a college football game. Bowl games were always outside the control of the NCAA

1952, NCAA limited telecasts to *one* nationally-broadcast game each week

1955, NCAA kept eight national games, while permitting 5 weekly regional telecasts

1981, The universities of Oklahoma and Georgia sued the NCAA on antitrust violations.

1984, the Supreme Court ruled in ***NCAA v. Board of Regents of University of Oklahoma*** that the NCAA's television plan violated the Sherman Antitrust Act allowing colleges, universities, and athletic conferences to negotiate contracts resulting in the explosion of broadcast options currently available.

Organizational Development of the NCAA

Over the years since its invention in 1910, the success of college sports has required the NCAA to become more complex. Perhaps most significant, as the number of institutions with intercollegiate athletic programs grew larger, the range of institutional size and resources also expanded so that over time the NCAA found it necessary to create divisions and subdivisions so that the competition would involve institutions of more or less equivalent resources.

Today, NCAA is a very complex and large organization with many divisions and subdivision, many governance committees and groups.

The core governance system gives every institution one vote and every conference one vote. Majority of decisions are made within divisions.

What follows is the timeline of the NCAA competitive divisions and some general statistics about NCAA membership For full information see the NCAA website that has extensive information and statistics on all aspects of the NCAA organization and operations.

Years	Division				
1906–1955	None				
1956–1972	University Division (Major College)	College Division (Small College)			
1973–present	Division I	Division II	Division III		
1978–2006	Division I-A	Division I-AA (football only)	Division I-AAA	Division II	Division III
2006–present	Division I Football Bowl Subdivision Autonomy Conferences (Power Five) as subset of FBS 2014	Division I Football Championship Subdivision (football only)	Division I (no-football)	Division II	Division III

NCAA Membership

1,098 Colleges and Universities

102 Conferences

350 Division I (largest programs with most financial aid)

130 Football Bowl Subdivision (FBS). Postseason play outside the NCAA with higher financial aid allocations.

127 Football Championship Subdivision (FCS). Postseason play in the NCAA's Division I Football Championship.

103 Division I schools without football.

310 in **Division II** (limited financial aid)

438 in **Division III** (no athletically related financial aid)

482,533 Student-Athletes in 19,326 teams within 3 divisions

(Approximate Numbers:)

The Power Five conferences: **Other 5 conferences in FBS=63 Institutions**

- Big Ten,
- Big 12,
- ACC,
- Pac-12
- SEC.
- **65 Institutions**

In 2014, the NCAA gave the Power Five conferences greater autonomy for stipends and recruiting rules.

The College Football Playoff

rotates among six bowl games,
two bowl games used as each year as the national semi-finals,
four other bowls matching the remaining top teams in the country.

Conference champions from the Power Five are not guaranteed a spot in the playoffs,
Conference champions from the Group of Five are eligible to appear in the playoff.

Each conference champion from the Power Five and the highest-ranked Group of Five conference champion is guaranteed a spot in either the playoff **or** one of the four other most prestigious bowl games.

Group of Five Conferences:

- American Athletic Conference,
- Conference USA,
- Mid-American Conference,
- Mountain West Conference, and
- Sun Belt Conference.

The FBS also has a few independent schools, including Notre Dame and BYU.