

SPORT DEVELOPMENT IN THE CARRIBEAN: A CASE STUDY OF THE
VOLLEYBALL MOVEMENT WITHIN BARBADOS

by

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Barbados

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DEDICATION

This is dedicated to my wonderful grandparents, Joe and Sheila Hookong; my loving and forever supportive mother, Debra; and the late, yet empowering, Cristobal Mott.

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I would like to thank my relatives and supporters who have made this process possible.

Thank you, Grandma and Grandpa. Without the presence of you both, this entire journey would not have been possible. I was able to report from a primary perspective and truly experience the Barbadian culture, first hand. Your support towards crossing the finish line has never waived and your faith in me remained equally invincible. Thank you for guiding me towards this accomplishment, and privileging me with this opportunity!

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TABLE OF CONTENTS

	Page
List of Abbreviations	ix
Abstract.....	x
Chapter One: INTRODUCTION.....	1
Purpose of the Study	5
Theoretical Lens.....	6
Problem Statement	8
Delimitations	8
Limitations	8
Definitions.....	9
Chapter Two: REVIEW OF RELATED LITERATURE.....	12
Development Through Sport.....	13
Sport Diffusion..	14
Youth Development.....	20
Role of Sport in Community Development.	21
Youth Sport Development.....	25
Summary	26
Chapter Three: METHODOLOGY	27
Procedure.....	29
Chapter Four: RESULTS.....	35
History and Setting.....	35
Sport Culture.	37
Development of Volleyball in Barbados.....	42
Sport Organizations.....	43
Personal Experience	44
Review of Documentation.	46
Interviews with Key Stakeholders.	46

Primary Observation.	48
Participant Observation....	49
Challenges and Constraints	49
Chapter Five: RECOMMENDATIONS AND SUGGESTIONS	53
APPENDIX A	57
APPENDIX B	62
APPENDIX C	65
References.....	68
Biography.....	71

LIST OF ABBREVIATIONS

Barbados	BDS
Barbados Olympic Association	BOA
Goal Free Model	GFM
National Sport Council	NSC
Youth Volleyball Development	YVD

ABSTRACT

SPORT DEVELOPMENT IN THE CARIBBEAN: A CASE STUDY OF THE VOLLEYBALL MOVEMENT WITHIN BARBADOS

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Youth sport has risen as an area of interest to many researchers over recent years. A large portion of the attention regarding the development of youth sport has focused on products, outcomes, and results, of youth sport programs. Meanwhile, a lack of academic resources exist regarding the methodology of successful youth sport development programs. The purpose of this project and case study was to experience and explore the organizational structure and processes of volleyball as a sport institution in Barbados, and the potential for sport (volleyball) diffusion. Because cricket demands so much attention both in the overall sporting culture and within Barbadian popular culture, most other sports, with the exception of netball, receive little to no developmental assistance. As a participant observer, I collected and analyzed data related to the current operations of the Volleyball Development Branch of the Barbados Olympic Association. Overall, this research suggests the volleyball movement within Barbados is growing, yet still lacks the

primary resources on which other countries rely for success. This study highlights current operations and efforts to increase visibility of and involvement in volleyball, as well as recommendations for further development of coaching, facilities, and policy.

CHAPTER ONE: INTRODUCTION

The notion of using sport to develop youth and positive social change has gained significant momentum over the past decade. Although sport programs objectify their success through the amount of development, emphasis on the program development itself along with its consequences is rarely undertaken. The objective of any sport program is to create and maintain a winning environment. Without understanding how a program functions to experience success, and without further analyzing program outcomes, a sports program cannot fully comprehend success or the necessary steps to achievement. Youth sport development can have a tremendous impact on not only the individual athletes and people within a community, but on the development of the community itself.

Frey and Eitzen (1991, p. 503) state, "Sport is a very predominant social institution in almost every society because it combines the characteristics found in any institution with a unique appeal, only duplicated by, perhaps, religion." They continue, noting the tightly woven combinations of characteristics found in sport, "except perhaps religion, commands the mystique, the nostalgia, the romantic ideational cultural fixation that sport does" (p. 504). In drawing a comparison to religion, the authors highlight the solidity and rootedness of sport within societies. In two different ways, this comparison draws perspective to not only how important sport truly is to society, a perennially underrated aspect, but also hints at how sport has become important, and why.

The nostalgia and mystique spoken about above are two very broad topics and, based on circumstance, can be taken out of context quite easily. To avoid confusion, when speaking on nostalgia and mystique regarding sport, one needs only to have experienced the personally unique sets and series of emotions associated with a sporting stage.

This individually distinctive experience can be a vital part of the human maturation process where children can learn the skills and values to be successful later in life. In fact, “within the context of sport, youth can learn life skills and values that enhance their development and their ability to succeed in future endeavours” (Forneris, Camire, & Trudel, 2010, p. 9). Offering even more specificity, life skills include “...physical, behavioural, and cognitive abilities that enable youth to succeed in the different environments in which they live” (Forneris, Camire, & Trudel, 2010, p. 10), and for example problem solving, goal setting, and time management. Identifying the benefits of sport participation for a society, helps frame the rationale for sport development and allocation of resources. Furthermore, the identification of these imperative life skills coupled with the context provided earlier by Frey and Eitzen (1991) leads one to believe sport to be among the most efficient and effective vehicles for human development. Sport is as all-encompassing as religion in the sense of mental, emotional, and spiritual commitments, with the added physical commitment.

Along with the beneficial impact on life skills necessary to achieve societal success, sport also instills a large quantity of values, many of which, would not be able to be duplicated anywhere else except competition. According to Arnold (1999), “Values

are characteristics shared by members of a certain culture or society that help guide peoples' thoughts, feelings, and actions. Values are regarded as qualities that enable human beings to fulfill themselves and also to live cooperatively with others" (p. 9). Simply put, the values and benefits of participating in competition are imperative to accessing social success and will also aid in the efficient development of team and leadership skills, a large component in social belongingness. Indeed, "honesty, compassion, and respect are examples of values that are shared by many cultures and that help guide appropriate behaviour" (Forneris, Camire, & Trudel, 2010, p. 10). These three values are shared by multiple cultures and are learned and developed during the participation of sport. This is not to insinuate the three of these values, if not many more, cannot be obtained through other avenues. However, based on the research implemented, sport exists as an anomaly in that all of these values and many more can be impressed upon the participant at the same time.

Sport can and will continue to be a vehicle for not only interpersonal and social development, but also a driving force behind community and economic development. Community development stems from the collaboration of individuals. In addition, solid individual character creates a foundation for progression. Keeping in mind the mystique and nostalgia attracting people to sport and competition in the first place, what better way to better develop a community than starting with a strong culture for sport? The nostalgia involved during character growth during competition is what defines an athlete's moral and ethical compass, out of competition. This being said, the more members of a

community who have dedicated themselves physically, mentally, emotionally, and spiritually, the greater the chances the community has of developing.

A commonality among many projects is the idea of empowering children along with their communities. Moore (2012), in a case study of the Sacred Sports Foundation in St. Lucia, focused on the ambition of empowering children and communities simultaneously, and found it to be central to the Sacred Sports Foundation's mission. The empowerment of a community will vary across organizational programs and culture. The organizational capacity and approach can greatly affect an organization's ability to achieve its outcomes. Pinpointing the strengths and weaknesses of an organization allows the identification of how these capacities can be enhanced or changed (Moore, 2012, p. 21), keeping in mind that an organization which is well-organized, effective, and efficient can have a monumental impact on the surrounding community. With a strong community presence, youth sport can be fostered, and grow at an expedited rate. Barbados, a small island within the Caribbean, was chosen as the site for this study, as there already exists a tightly knit bond between sport and the Barbadian society. Cricket symbolizes the dominant bond; however, the climate, the physiology of residents, and the location of Barbados, frames that the sport of volleyball may have tremendous growth potential.

Barbadians boast the prototypical physique for a jumper: tall, long limbs, and fast twitch muscle (J. Rima, personal communication, May 27, 2013). Furthermore, Barbados has a warm weather climate year-round with many beautiful beaches on which to play sand volleyball; therefore a main objective of this study was to better determine

why volleyball lacks popularity. Additionally, this study explored Barbados and its overall culture of sport, shedding light onto the potential and capabilities of Barbados as an island with athletically-inclined individuals. In order to fully comprehend further intricacies of the island's sporting culture, time was spent working with the National Sport Council (NSC), observing and experiencing other sports at the youth level.

My particular interest within this field comes from my own personal experience as a long time athlete, more specifically, my time spent at elite levels of volleyball. These experiences include three years of elite junior level club volleyball, five years of NCAA Division I volleyball, and between high school and college, five combined years spent in the USA Volleyball pipeline. Being selected for Youth and Junior National Team training camps gave me great perspective into how to increase the effectiveness of implementation, culture, and strategies. While the last nine years' worth of volleyball allowed me to craft my talents, I was also exposed to one of the best international volleyball pipelines and was able to gain a perspective on Youth and Junior levels of international sport. Youth Sport Development, which also encompasses Junior age groups (U17), remains a direct reflection and imperative component to both Men's and Women's National team successes and failures.

Purpose of the Study

The purpose of this study was to experience and explore the organizational structure and processes of volleyball as a sport institution in Barbados, and the potential for sport (volleyball) diffusion. The findings will provide information for guiding further development of communities. This study primarily examined the Volleyball

Development Branch within the Barbados Olympic Association (BOA) in order to better understand the framework, structure, and resources. Volleyball is already established therefore any further diffusion will aid in the current status of organized volleyball in Barbados and the potential for diffusion in order to impact the Youth and Junior National Programs, as well as the community and culture of the sport of volleyball.

Theoretical Lens

This study was examined through youth sport and empowerment theory frameworks, since the main objective of sport for development entities is to empower the youth and surrounding community. Empowerment theory presents access into the social complexities as well as the consequences of development. Along with empowerment, an organizational/political framework was also used to study the various dimensions or organizational development by governing bodies, critical to the success and sustainability current, and to potential sporting programs.

Community empowerment theory, a concept originally developed by Fawcett et al. (1995) in relation to community health and development initiatives, is a model which proposes the concept of partnerships between community organizations as a catalyst to effect change. In order to become an “enabling organization,” four approaches must be considered en route to success: enhancing the experience and competence; enhancing group structure and capacity; removing social and environmental barriers and enhancing environmental support and resources (Fawcett et al., 1995). The use of these strategies equips organizations appropriately in order to promote community empowerment.

This theory includes factors which need to be considered in community empowerment: (a) personal or group factors, (b) environmental factors, (c) empowerment capacity and (d) outcome. Moore (2012) suggests when all of these factors are considered, organizations are able to create a process, which leads to the empowerment as an outcome: “This process is detailed in the framework as being cyclical in nature with the following phases: collaborative planning, community action, community change, community capacity and outcomes, adaptation and renewal and institutionalization” (p. 11). Empowerment theory remains a unique reciprocal structure. Because it encompasses the process and approach of an organization, along with the outcomes and results, empowerment theory equates beneficially for both the community as well as the organization (Fawcett et al., 1995).

Sport for development fits within this community empowerment theory mainly because it acts as a social medium, used to empower the youth of a community, consequently empowering the entire community. Empowerment theory, a critical yet unique perspective, warrants change and process to be discussed within development, as opposed to the normal focus of outcome orientated theories. The partnership approach can be used to produce projects with aims to progress the development of the community and the empowerment of the participants within the program. An example of this would be a collaborative youth sports program between grassroots organization and the national governing body of that sport specifically. This approach is imperative to improving organizational proces, and outcomes.

Problem Statement

Volleyball is a sport with the potential to thrive within a community, while impacting youth and their development. There is currently a high level of athletic potential on the island of Barbados; however the sport of volleyball lacks popularity and is often undermined by sports that have a stronger history within the culture. These factors should be considered when structuring projects and programs with the intent of increasing visibility and popularity of volleyball, and ultimately success internationally.

Delimitations

This project is delimited to a case study of volleyball development in Barbados. A delimiting factor includes the time frame for research, which occurred from May 2013 to July 2013. Generally, the more time spent researching a phenomenon the more thorough and detailed the results. However, in order to assure manageability of the collected data, the Goal Free Model (GFM) theory was utilized with the thought of enabling a logical yet informatively unbiased approach. Further delimitations exist in regard to choosing to include community empowerment. Theoretically, my study will focus on the development of youth sport, with the long-term intended outcome of potential community growth and development.

Limitations

Data collection over a month to two month time period allowed for a greater understanding of organizational handles logistics and plans for success. Involvement in

he sport of netball may impact study results as it may take away potential interest from volleyball.

A second limitation pertains to the time period when the research took place. The summer months in Barbados are extremely hot and rainy. Taking place from the middle of May 2013 to the beginning of July 2013, my research was impacted by weather in that many of the volleyball courts are outdoors. Barbados lacks the resources very often taken for granted, such as air-conditioning; therefore, even similarly, the heat of the day working in collaboration with the moisture in the air may have made practicing environments too unbearable. Study results may also be limited by personal experience and bias, political contexts, a lack of access to documentation and key stakeholders.

Definitions

The following definitions will guide this study:

Youth Sport Development- a term invented for the purpose of this study, which refers to the commitment of progressing from a foundational level of youth sport engagement, to a concentration on sustainable success at the adult levels. Youth sport culture has a direct effect on success within national and international competition.

Youth Development and Sport- refers to using sport and competition for the improvement and the progression of children and adolescents as people (Wells & Arthur-Banning, 2008).

Empowerment- refers to the process of gaining influence over events and outcomes of importance. This said process may unfold at multiple and interconnected levels including: the individual, group or organization, and community (Fawcett et al., 1995).

Community Empowerment- broadly refers to the process of gaining influence over conditions that matter to people who share neighborhoods, workplaces, experiences, or concerns (Fawcett et al., 1995).

Empowerment Theory- refers to both the processes and outcomes of the said phenomena; can be utilized in individual, group/organizations, and/or community settings (Fawcett et al., 1995).

Secondary schools were visited for much of the recruitment for the national teams. The age groups involved within the Youth and Junior National teams are U16 and U18 respectively. While these are the age limits for each age group, zero age limits as pertaining to being too young, exist. An example includes a 15 year old playing alongside a 17 year old on the Junior National Team, while at the same time a 12 year old may have the talent to play alongside of a 15 year old on one of the Barbadian Youth National Teams.¹

Going forward, this project consists of four additional chapters. In Chapter Two, the literature pertinent to the case study is reviewed. Chapter Three consists of the study methodology, including a brief history and demographics of Barbados, as well as an introduction to its sporting culture. Furthermore, Chapter Three includes methods of data collection and analysis. Chapter Four includes the case study results. In Chapter Five, I

¹ Secondary school refers to the second stage of schooling as a minor, and is the sequel to primary school, what many westerners would understand as a kindergarten through grade 5 stage of school. This leaves secondary schools with students from the ages of 12 to 18.

conclude by offering suggestions and recommendations for sport (volleyball)
development based on observations of sport culture of Barbados.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

Sport development research is growing (Coakley, 2011; Darnell & Black, 2011; Levermore, 2008; Levermore & Beacom, 2012; Lindsey & Grattan, 2012), and has focused on varied topics including sport development for peace, sport and conflict resolution, and sport for HIV/AIDS prevention. To date, these studies have primarily focused on outcomes of participation and results (i.e., whether or not intended program plans come to fruition). This case study will differ in that it will focus on the Barbados Olympic Association and National Sports Council to determine the state of youth sport development (volleyball) in Barbados.

Being “processed-focused,” the value of this case study method rests in allowing the evaluator to learn the intricacies of an organization, as opposed to only comparing it to other organizations (Henderson & Bialeschki, 2010). Researching with the intent to investigate the rationale behind decisions made and programs implemented will potentially influence the creation of, and widen the international body of knowledge currently within any combination of the notions of sport and development.

This review of related literature is organized into two separate themes: development through sport and the notion of youth sport development. Development through sport encompasses three subthemes: sport diffusion, youth development and community development, each from a foundational level. Delving a bit deeper, youth

development programs focus on progressing the individual, as a person first—athlete second, within the sporting environment, whereas community development sees the collaboration of individuals from the community, who all work towards a common objective. Although both look visually similar on paper, *youth sport development* differs from *youth development and sport*, objectively, as well as characteristically in that youth sport development theories/projects focuses much of their attention on *how* to develop the youth sporting culture as an entity. This review of relevant literature provides an idea of the magnitude sport and development programs have had both nationally, as well as internationally. The review will assist in illuminating theories on the notion of youth sport development, which in turn, will help to gain and hopefully create a nostalgic yet logical perspective.

Development Through Sport

Much of the research within youth and community development, as it pertains to development through sport, highlights the potential for sustainable outcomes, all the while using different procedures and objectives. Initially, articles were reviewed focusing on the development and diffusion of sport within a specific location, and individual youth development through sport programs; secondarily, articles related to community development through sport were considered.

Sport Diffusion. The concept of sport diffusion entails the incorporation of any novel or emerging sport within a culture, in order to foster increased participation and excellence (Newell & Swan, 1995). Increasing the dominance of a sport, fully diffusing both nationally and internationally, involves an innovative and dynamic process that places a strong influence on success. Newell and Swan (1995) emphasize the importance of having a continuous flow of new ideas that are repeatedly translated and incorporated into the organizational process. By doing so, organizational change in the sense of diffusing a sport into a pre-existing body, will promote growth and survival among countries as well as their cultures.

Throughout history, factors that have significantly influenced the movement and shift of sport fall within the realm of societal, economic, and cultural characteristics (Newell & Swan). The internal dynamics of a country have the potential to impede or help flourish the complex process of sport diffusion. Van Bottenburg (2010) stresses that the overall goal of diffusing an unfamiliar sport into a culture or country can be misdirected when specific components of the vision are undermined by other bodies who are striving to “gain strategic importance” (p. 43). Therefore, it is evident that the processes as well as approaches utilized and executed must also elicit cultural, societal, and economic competence.

Implementing a plan to successfully diffuse sport within a culture cross-nationally must be strategic. The process selected must incorporate general as well as specific aspects that are attainable and measurable in order to achieve the overall goal of sport diffusion. Kaufman and Patterson (2005) suggest that sport can be diffused into practices

within a culture, and has the power to shape not only cultural meaning but the accessibility to a sport. The British culture is credited with inventing a new model of sport (Bottenburg, 2010). Within this model, diffusion of sport has been considerably successful due to the British culture's ability to "sportize" through "organized, regulated, and standardized" measures derived from existing sports across the world (p. 43). The ideation that introducing a modern sporting concept must incorporate a marginalization of the pastimes specific to the culture in which one is trying to press the sport, indicates a profound argument towards utilizing a culture-centered and situational method. Bottenburg (2010) validates the prioritization of researching, interpreting, and examining unidirectional as well as multi-directional models when identifying the appropriate approach to diffuse a sport within a country or culture.

Newell and Swan further speak directly towards this approach by offering a flexible, evaluative framework that can be utilized across contexts, especially when introducing an innovative diffusion process to an organization. The authors discuss that fundamental changes towards such efforts are thought to occur when six key components are identified and developed. Factors that are thought to encourage the likelihood of organizations being motivated to establish linkages vital for a sport to survive include: necessity, asymmetry, reciprocity, efficiency, stability, and legitimacy. Through this model, necessity is described as the relevance of the proposed sport to be implemented, to the regulatory requirements. This linkage is considered imperative to the ongoing success of a newly diffused sport as the participation can also be dependent on satisfaction. It is critical that the regulations placed on sport by higher authorities are

taken into consideration to ensure that appropriate affiliations and advocations are established. Similarly, asymmetry is a linkage that must be analyzed when prompting a novel sport within a country as authoritative power can severely hinder a diffused sport's ability to thrive. This asymmetry can specifically burden an emerging entity in the financial aspect.

Additionally, reciprocity is essential to develop linkages between a group of organizations that consists of “cooperation, collaboration, and coordination” (p. 324). Furthermore, efficiency correlates to the addition of members who can enhance the process and development of sport diffusion based on their prior knowledge and areas of expertise. This linkage with members of an emerging organization can enhance the efficiency of the overall operation. Another imperative linkage recognized when diffusing a sport into a country, is stability. Such stability allows an organization to respond in an adaptive manner towards uncertainties within the related environment, and as long as applicability remains intact across geographical and cultural contexts, ensuring stability will provide benefit to a surfacing sport. Lastly, legitimacy is often viewed as a motivating quality that can facilitate “interorganizational linkages” (p. 325). Legitimacy is not only a reputation that is gained, but is a beneficial attribute that can materialize to financial assistance of sponsorship as well as increased participation. Overall, the six interorganizational linkages discussed by Newell and Swan (1995) are suggested to be beneficial components when diffusing a novel innovation, such as sport, within a culture; however it is essential that they maintain a functional balance with consistent consideration of the culture and context in which diffusion of any sport is being pursued.

There are many instances in which sports have been diffused within a culture, internationally and nationally, as well as with and without “close cultural ties” (Kaufman & Patterson, 2005). On an international level, baseball is one example of a sport that has been diffused within many cultures across the world (Lee & Lin, 2007). A “five-phase model of globalization” is credited to the success of baseball’s cultural spread globally as well as locally. The five components that have molded the outcome of baseball to what it presently is include “migrant dimension, technology dimension, economic dimension, media, dimension, and ideological dimension” (p. 53). The contribution of each dimension, despite the sizable impact, has influenced a sport’s ability to thrive within contexts that are ever changing. The primary success of the professional sport of baseball is attributed to the impact this broad, yet advancing structure of patterns, which has invigorated and maintained the primary focal point in perspective while weathering tribulations such as power that may have challenged the its process (Lee & Lin, 2007). Similarly, Maura (2009) speaks of the importance of developing a sport on a culture-centered basis, exemplifying many instances across the globe where the sport of baseball has been successfully diffused within a wide variety of cultures. It is argued that the culture and lifestyle must be a main priority as well as kept in consideration when striving to prosper a sport within a community. Although the “adopting society” must be at the forefront of a sport development plan, Maura highlights that doing so is for the purpose of growth, success, and benefit rather than decision as to whether or not a location is worthy of such experiences. As emphasized by Newell and Swan (1995), key contributing factors to sport diffusion possess a multitude of components. The infusion of

elements such as awareness, the ability to manage attention accordingly, and the diffusion of innovation as well as new ideas; are latent qualities that significantly attribute to a successful process of diffusing a sport into any cultural context. These factors echo the view of Kaufman and Patterson (2005) in the potential for a sport to be adopted and flourish when there is congruency and relatability present. However, Kaufman and Patterson placed a great deal of emphasis on the fact that “more than just ‘congruence’ is needed for successful adoption: institutional support, repeat exposure, and/or active instruction in the new practice” are imperative reformation concepts that will facilitate a sport’s probability of taking “hold in new settings” (p. 82).

Bottenburg (2010) offers insight on the challenges and hindrances that commonly arise when designing a procedure for sport diffusion across cultural borders. When individuals as well as organizations attempt to place influence on a practice within an existing culture, feelings of animosity that lead to rivalry and opposition by the receiving culture can readily occur and prevent the possibility of adoption along with embracement. This hindrance can emerge from an unequal balance in the process of diffusion, where the customs of a culture fail to remain a constant priority, and as a result a culture may readily become the “passive recipient” of such movements rather than an active participant (p. 47). It is critical that any movement, especially sport diffusion, not overlook the potential for a sport to be modified as well as transformed to meet cultural standards and practices. Equally important, levels of communication and rapport must be developed during the process of sport diffusion to prevent conflict or misconceptions due to justifiable perceptions of amateurism. In order for an intended culture to reap the

benefits of sport diffusion, the entire process must be well developed and thought out so that it can then foster cohesion between the culture and sport.

Though the complexity of sport diffusion within a culture can present implications if a process is flawed or lacking, there continues to be a wide array of benefits that can be offered by doing so. In his dissertation *Playing the Nation in a Colonial Island: Sport, Culture & Politics in Puerto Rico*, by Antonio Sotomayor Carlo (2012), discusses the general benefits that sport diffusion can have on a culture and relate these benefits to the successful process that occurred in Puerto Rico. The model was successful because it encouraged countries to “promote themselves through sport” which gave the small island the ability to begin: “1) establishing physical education and sporting programs and institutions domestically, 2) preparing individuals and teams for international competitions, and 3) hosting international events” (para. 3). This exemplifies a process that embraced the sport-centered culture and customs within a less powerful territory, and integrated the current state as well as available resources throughout the island, to successfully develop and diffuse a sport that would soon flourish. Countries such as Barbados, which are similar to Puerto Rico in regard to size, resources, and deep-rooted cultures, have the potential to thrive in multiple areas when diffusing and developing an emerging sport such as volleyball, within the current culture which focuses heavily on sport. Henceforth, values rest in the identification of the consistencies of benefit toward the development of a rising generation as well as the intended country, while at the same time remembering the individuality of each culture.

By doing so, a sport can appropriately and beneficially be diffused amongst cultures such as the Barbadian culture.

Youth Development. Youth development, although at times extremely broad, is normally associated with “at-risk” children or adolescents. At-risk youth are defined as a portion of the population that under current conditions does not have a probability of growing into responsible adulthood (Wells & Arthur-Banning, 2008). Furthermore, “parks and recreation programs designed from this perspective were typically aimed at reducing specific problem behaviors, such as crime, sexual promiscuity, drug and alcohol use, school failure, or dropping out” (Dryfoos, 1990, p. 128). Given an appropriate amount of time, any program put into place with the intent of improving youth development will not only help teach fundamentals, but holistically approach the fostering of positive children and adolescent development.

Wells and Arthur-Banning (2008) developed a logic model for youth development. This study focused on positive development of youth. In fact, using logic models in the programming process can help ensure that youth sport programs are intentionally designed for positive youth development. Logic models are a systematic and visual representation of the resources, activities, and proposed goals of a program. In other words, they describe the program’s entire lifecycle (Wells & Arthur-Banning, 2008).

Coakley (2011) suggests that sport is unlike any other activity as it provides participants with certain values and principles, creating a sense of purity, which creates positive changes within the individuals or groups who find themselves involved in sport.

Sport evangelists have a large amount of claims; however, as far as youth sport is concerned, three major categories exist: personal character development, reforming “at risk” populations, and fostering social capital. The three claims mentioned illuminate the idea that sport participation does in fact garner a positive impact on youth development. Furthermore, sport is said to have a fertilizer effect, or the concept that if sport is tilled into experiences, character and potential will grow in socially desirable ways (Coakley, 2011).

Role of Sport in Community Development. Perks (2007) researched the effectiveness of youth sport participation on community involvement. His findings indicated that youth sport involvement is directly related to adult community involvement such as neighborhood watches and volunteer work. Due to the positive nature of this relationship, youth who engage in organized sports are more inclined to engage in communal initiatives throughout their lives.

The possibility of a sport organization’s ability to contribute to community development is explained by Okada and Young, as cited in Moore (2012). In a case study of a Cambodian soccer league, it was found that the “league created friendship among its stakeholders which in turn led the stakeholders to perceive the community as safer, more secure and more hospitable” (p. 27). Moore also discussed the similarities between Okada and Young (2011) and Perks (2007) by relating the promotion of volunteerism and action with involvement in youth sports, both of which have a heavy effect on the community. These studies not only suggest involvement in sport has an effect on the community, but that the community can be affected via sport in many ways.

Perks (2007) highlights the individual effects of youth sport participation carried well into adulthood. The author emphasizes that the effect of youth sport participation on adult community involvement is a positive one. Such involvement can be exploited on behalf of sport (i.e., fundraisers, team volunteer hours). As a matter of fact, different perceptions of community involvement on behalf of sport include the gathering of parents, families, and friends of participants for team events. If and when a following large enough is developed, the community may feel empowered through or on behalf of the success of a team or program. Often, a community finds strength and motivation through a sporting team, professional or amateur, the beauty resting within the paradoxical nostalgia felt by each participant in the community.

In an instructive example of community development through sport, Blodgett, Schinke, Fisher, George, Peltier, Ritchie, and Pickard (2008) investigated an Aboriginal Canadian community and its sporting culture, to comprehend both sport within the community, and the process of program planning. The first study was conducted via flexible interview processes resulting in valuable recommendations for the current Aboriginal youth sporting programs. A common cultural practice of the community, the second study took place under the use of talking circles. Umbreit (2003) speaks in detail about talking circles, stating:

Talking circles, peacemaking circles, or healing circles are deeply rooted in the traditional practices of indigenous people. Rather than aggressive debate and challenging each other, often involving only a few more assertive individuals, the circle process establishes a safe non-hierarchical place in which all present have the

opportunity to speak without interruptions. Rather than active verbal facilitation, communication is regulated through the passing of a talking piece (an object of special meaning or symbolism to the circle facilitator who is usually called the circle keeper) (p. 1).

The combination of both studies within the research of Blodgett et al. (2008) resulted in more in depth understanding of the sporting culture of the Aboriginal Canadians. The researchers suggest parents and extended families need to be engaged by these sporting programs more for more community support. The act of people gathering in general, let alone on behalf of your children's teammates who often become their closer friends, relates these people with the commonality of a specific event. Furthermore, the study recognizes how imperative, efficient and effective coaching is to the success of the programs. Even more along these lines, effective and efficient coaching is also imperative to sustaining program participants. Community representation was deemed important, especially when dealing with sport outside of the Aboriginal community (Blodgett et al., 2008). This study is important because it illuminated the culture of youth sports programs, grasped its detail and significance, which resulted in aspects discovered and deemed a priority to be taken into consideration during the planning of program implementation. Many programs fail to focus on details pertaining to anything except for why outcomes may be outcomes for the sake of quantifying something. In this regard, my study examined details helping to interpret both why, as well as how, programs find certain results.

One aspect of community development explained in detail by Fawcett et al. (1995) is *empowerment*. Community Empowerment is “the process of gaining influence over conditions that matter to people who share neighborhoods, workplaces, experiences, or concerns” (Fawcett et. al., 1995, p. 1). The authors describe the empowerment model as it pertains to community, and its three influential dimensions. Person/Group factors involved in empowering a community include the possibility of individual differences in values, opinions, and overall perspectives. Furthermore, community members collaborate to develop a strategic plan, which includes long-term as well as short-term goals, and is significant to appropriate functioning.

Environmental factors, the second dimension, include the barriers within society as well as the environment that may hinder the desired outcome as the imperativeness of identifying the cultural values, types of resistance, and/or any other conflict (Fawcett et al., 1995). The third dimension includes factors that may facilitate or impede empowerment capacity and the resulting outcomes (e.g., cultural values, specific policies, laws, financial resources, and monitoring and feedback). Empowerment capacity or outcomes will vary across different contexts, however remain important for the life span of the program’s development, especially in terms of community initiative. For example, Fawcett et al. (1995) state, “a new community coalition to prevent youth violence may have limited financial resources, lack adequate structure or strategic plans, and not have enough members or paid personnel to effectively address violence issues. A year later, the same violence prevention partnership may have all of the above, and be widely respected in the community” (p. 4).

Building from community empowerment and its dimensions, Fawcett et al. (1995) also speak to the notion of collaborative empowerment. Community empowerment can be translated to an increase in influence over the aspects community members share. Furthermore—and staying within this same context—collaborative empowerment begins with the agenda of an already strengthened community, and sees this same community take control of its purpose as well as the process of the task(s) at hand. The framework for collaborative empowerment includes five interrelated elements: (1) collaborative planning; (2) community action; (3) community change; (4) community capacity and outcomes; and (5) adaption, renewal, and institutionalization. These five self-explanatory factors highlighted by Fawcett et al. (1995) are all imperatively obligatory in order for proper collaborative empowerment however it must not be forgotten that without enabling activities in order for community empowerment such as conducting workshops, training sessions, and building relationships with schools and universities, collaborative empowerment has no foundation on which to survive.

Youth Sport Development

Research has demonstrated that sport may positively enhance youth development. In particular, sports can help children to develop mentally, physically, and emotionally. Youth sport development, as it will be used within this study, focuses on the development and progression of youth sports from a programmatic perspective achieving success at the international levels of competition. Cases of a successful athlete in a specific national or international sport without a strong youth development program are rare. Similarly, successful adult athletes seldom exist without the experience of a structured and

successful youth career. What remains extremely ironic is the dearth of existing literature pertaining to developing youth sport.

Summary

By establishing and developing a sport culture, opportunities may exist to improve communities, culture and society. Based on current available research, there may be high potential for the development of volleyball on the island of Barbados. Through understanding of sport as a valuable activity, and how sport diffusion occurs, Barbados may better plan for appropriately enhancing culture through sports. Successful development must be based on a foundation of preparation for youth at the amateur level. Sport further has potential to build character, and serve as a vehicle for positive youth development. Paralleling in relevance, community development is said to be a primary byproduct of sport participation, as well as sport for development projects.

CHAPTER THREE: METHODOLOGY

Sport for development and sport and development are evolving fields. In order to add to the collection of practical research, this project and case study was conducted to experience and explore the organizational structures and processes of volleyball as a sport institution in Barbados, and the potential for sport (volleyball) diffusion. There is a strong sporting history and current reputation of sports within the Caribbean, including Barbados where the Barbados Olympic Association (BOA) currently oversees all sports representing the country at an international level. This project primarily examined the Volleyball Development Branch within the BOA in order to best understand the organizational framework, structure, and resources. Volleyball is currently an emerging sport within Barbados therefore further diffusion will aid in the current status of organized volleyball, and can positively influence the Youth and Junior National Programs, as well as the island's community and culture within the sport of volleyball. In order to gain a comprehensive understanding on the volleyball movement in Barbados, a review of documentation occurred followed by interviews with key stakeholders in the Barbadian volleyball culture. Finally primary and participant observations were used in this study. The specifics of the methods used for the conduction of the study are detailed below.

Documentation explaining the organizational structure, policy, and governance patterns of the BOA (including the Volleyball Development Branch) and the NSC were sought out both before and during the research process. Reviewing both the policy and structure of these organizations aided in understanding how the organizations work together to maintain and help progress sport culture in Barbados.

Interviews with key stakeholders amongst the volleyball culture in Barbados occurred prior to as well as during the research process. Jonea Rima, Director of the Volleyball Development Branch, and I spoke about the state of culture and volleyball during my first trip to Barbados. During the research process, these interviews continued as I inquired about her observations and her overall perspective of the status of the game. Interviews were also conducted with Jasper Blades, a coach and council member of the NSC, to discuss the overall status of sport in Barbados. These interviews provided an understanding of how the NSC operates as well as a perspective into the rest of sport culture of Barbados.

In order to obtain the data necessary for analysis, this study used a Goal Free Model (GFM) of evaluation (Henderson & Bialeschki, 2010). This is a qualitative method that allows for the evaluation of discovery and remains free of bias. Normally, within a GFM of evaluation, evaluators are not introduced to the goals of the program; however, they can look at the processes, outcomes, and unanticipated effects of the study. Withholding program goals ensures the evaluators are not influenced or swayed toward a specific direction prior to the program's commencement. The merit of using the GFM of evaluation assures the purity of the information obtained. Supporting a certain theory or

thesis is not the priority of this study, but rather understanding the information gained in order to provide a perspective into a phenomenon such as Caribbean sport, specifically volleyball, within Barbados. A provides the most accurate interpretation of the material observed during this study.

This method of evaluation coincided naturally with the subjectivity of this study, and permitted the critique of tangible consequences and procedures without specific intent in mind. In other words, the programs involved within the BOA and NSC were evaluated based on current practices and outcomes, rather than intended outcomes. The information obtained via the Goal Free Model (GFM) can serve to accurately reflect the effects of programs, resulting in the ability to investigate more specified topics. This method of evaluation thrives on subjectivity due to the abundance of solely qualitative data. Spaaij (2009) iterates the usefulness of unintended consequences of implemented programs as well. Again, the GFM model used observation and logical analysis to assist in creating a more detailed illustration of The Volleyball Development Branch within the Barbados Olympic Association, as well as the National Sport Council. The GFM proved ideal for this study based on a broad initial focus of community and sport development.

Procedure

During the first two weeks of January 2012, I participated in a study abroad trip to Barbados to take credit bearing academic courses, as well as commence preliminary research on sport in Barbados. In particular, my intent was to study volleyball in Barbados and gain an understanding of its culture and environment. During the first week, our class took a trip to the Barbados Olympic Association (BOA) where I was

introduced to the current Director of the Volleyball Development Branch. She explained her positional responsibilities as well as how she sees volleyball in Barbados growing and developing. After speaking with her about my Master's project and my interest in studying not only volleyball, but the volleyball community, she offered to have me return and help at any time. We discussed my role as an observer, but I was quickly introduced to the idea of participating and helping with training, clinics, and practices.

I maintained contact with the director after my return to the U.S. In late May 2013, I returned to Barbados to collect primary data. Although at first a bonafide schedule did not exist for the month and a half I was to collect data, a discussion of day-to-day responsibilities was developed. I soon realized that I could participate in many activities and make a real difference. Therefore, I knew going into this research I would have the luxury of experiencing every duty and responsibility of the director of the program, while choosing my own balance between observing and coaching/participating.

Data collection took place from May through the beginning of July 2013, in various locations around Barbados. The director of the Volleyball Development Branch has a primary duty of recruiting for the Men's and Women's Junior National, and the Boy's and Girl's Youth National programs. Although my primary work was to be accomplished with Volleyball Development, I was able to connect myself with a National Sports Council coach and program coordinator. Having a viewpoint from the perspective of the NSC was important to this study in multiple ways. First, the NSC is one of two major sporting entities within Barbados; which means including the BOA, I was now affiliated with the only two sporting entities in Barbados. Bridgetown and the areas

surrounding were frequented at least bi-weekly, as the southern half of the island was where many of my activities took place. Several trips were made north to St. Peter and St. Andrew, with one trip to St. Joseph. Most of the research and observations were conducted south of the Southern points of St. Thomas. All of these sites and programs served children, youth, and adolescents from communities all over Barbados, regardless of their standard of living.

I was able to collect data through several different methods. Primary observation allowed me to understand the concepts and techniques being taught. Strictly observing gave me the flexibility to write down what was happening at the time. Another method of data collection, similar to a primary observer role, was from the role of active primary participant.

One method of data collection I used included a review of the documents that the Volleyball Development Branch used including project plans, as well as analyses of documents from supporting countries. The Volleyball Development Branch lacks hard copies of their own models of progression, yet I used the USA Volleyball *MINIVOLLEY* guidelines, as well as the *FIVB Coaches Digest* as resources for new and improved program practices. While working with the Volleyball Development Branch, I learned they needed to use as many resources as possible. The *FIVB Coaches Digest* was a useful tool in that it allowed me to use different theories and practices to help promote volleyball.

Additionally data were collected using primary participant observation. As described by Henderson and Bialeschki (2010), this method entails high-level

involvement in on going activities, without being primarily in charge. For example, during secondary school clinics, although I was there to observe and report, I acted as the assistant coach and used primary observation. Acting as a participant granted me the ability to maintain my objectivity as a researcher, while also staying engaged in the programs. This method was utilized in order to collect qualitative data over a one and a half month period with broad focus.

The qualitative data collected as a participant observer included a strong sense of adolescent interaction not only with one another, but with superior figures as well. As a participant, data was collected via journaling about the primary experience. Through a participant observer's role, I was also able to further understand how Barbadian children interacted during competition. Specifically, I observed a combination of extreme cooperativeness with one another for the sake of play, all the while remaining fiercely competitive. It was extremely impressive to see children begin to govern themselves for the sake of a game. Additionally, governance seemed to originate organically in the sense that games continued and moved forward without any supervision or refereeing. The rules were known and enforced by the majority and debates were settled based on a calm and swift majority rule. This being said, sportsmanship was evaluated at an all time high, especially considering the discussion remains about children,

Primary observations occurred at the Barbados Olympic Association, or at one of the five secondary schools on the island. As a coach during these practices and scrimmages, I was directly involved with participants and players, but was assisted by another coach, enabling me to observe. Note taking for these observations was

accomplished either during or immediately after a session. The ability to observe only during one practice, yet participate the very next practice, created an optimum level of potential comprehension of Barbadian sport culture. Practices for the National Teams were scheduled three days per week, but this number often dropped to twice a week due to the cancellations previously mentioned. This time set aside for primary observations, although this turned into primary participant observation, was scheduled for the later afternoons and early evenings to give players enough time for travel in between the end of school and the start of practice.

A crucial aspect of this research was the use of “data collaborators” described by Henderson and Bialeschki (2010) and cited by Moore (2012). A data collaborator refers to a local individual who is involved in a program as staff, coach, or participant. These collaborators were imperative to my success as they acted as informants in confirming as well as explaining certain experiences. I relied heavily on the support and explanations of any and all staff or community members based on the change in environment and culture. Without their help, I would never have been able to fully grasp certain situations or experiences. The chance to be immersed into a culture where I was fortunate enough to conduct research, emotionally unguarded, allowed me to focus fully on the tasks at hand much quicker than if I was on my own. Working all over the island consequentially allowed me to experience many different communities. Much of the Barbadian society boasts at least one lineage of African descent; therefore I found myself many times as the only lighter skinned person in. The initial culture shock quickly dissipated, as did judgments and bias, ultimately creating a logic based platform from which to perceive my

observations. In spite of observing different perspectives of the surrounding communities, I did my best to sustain the unbiased perspective of each scenario and take statements as supplemental data. This data contributed to my experience and findings.

Attempting to research in an unbiased manner, in turn allowed me to collect information on aspects of organizational capacity such as the planning of programs and proposals, as well as their implementation. Without an unbiased perspective, my focus would have geared more around specifically the Volleyball Development Branch of the Barbados Olympic Association, inevitably hindering my ability to find raw information pertaining to the progress and development of youth volleyball.

CHAPTER FOUR: RESULTS

The intent of this project was to explore the institution of volleyball in Barbados, as well as the potential for sport diffusion. This chapter includes the case study findings, including a description of the setting with historical and sport contexts of Barbados; the development of volleyball in Barbados; the role and operations of the sport organizations of Barbados (Barbados Olympic Association & National Sports Council); my own experiences as a participant, as well as an observer; and the challenges and constraints that presented themselves. From the beginning of my research, the main priority was observing the volleyball culture in Barbados to better understand the shortcomings and successes of the current state of the sport. After the preliminary visit to Barbados, I was introduced to my supervisor and headquarters; therefore I was able to gain familiarity with the two most important facilitators of the study. In hindsight, gaining familiarity was crucial in having the ability to keep an open mind and properly use the GFM. Had I never been to Barbados and met with my supervisor, a process of a first impression through direct observation and communication, would have taken away from the purity of the research process.

History and Setting

This project was based on the farthest eastern island of the Caribbean, the island of Barbados. The island nation was given its name by the Portuguese who were en route

to Brazil, Barbados or (the bearded ones) was occupied by the Carib-Indians until the Spanish took over the island in 1492 (*About Barbados: History of Barbados* n.d.). After an epidemic of smallpox and tuberculosis, the Carib-Indian population, which to this point frequented Barbados for over 400 years, came to an end. Unappreciatively, Spain passed over Barbados in favor of larger Caribbean islands leaving the island vacant and open for colonization. The English eventually colonized the island in 1625, sustaining full control until Barbados gained its independence in 1966. Barbados maintains close ties to the British Monarchy. The number one export of Barbados was sugar cane; however, in recent years, tourism has dominated as the primary industry. With beautiful beaches, rich history, and safe environment, Barbados thrives on tourism.

As of July 2013, the estimated population of Barbados was 287,733 (“Barbados Demographic Profile 2013,” 2013). Almost half of the Barbadian population is comprised of 25-54 years old, while 15-24 year olds make up another 15 percent of the country’s total population. Barbados is still considered a developing nation with 30 percent of the population below the poverty line. Interestingly, Barbados ranks as a top five country in terms of literacy rates, fittingly classifying close to the 100th percentile in regards to literacy on an international level (“Barbados,” n.d.).

Overall, the culture of Barbados is one of insightful, hardworking people with significant appetites for their own traditional island sport competitions. Remembering the history of Barbados allows for further comprehension of the culture and the importance of sport to society. The dominant majority of British, who colonized, or frequented the island, considered the African-immigrant and local populations inferior.

Not until 1890 did the island have its first sense of identity, when locals or “representatives” were chosen to compete against the English visitors in matches of cricket. The sport served as a tool for reformation.

Sport Culture. Sport nostalgia is a direct and affirmed result of competition, and the unique, personal experienced feelings created from moments within sport.

Darlington, et al. (2013, p. 6) explain how reminiscing on past accomplishments are considered to be “powerful cultural activities,” and in doing so, broadens what nostalgia within sport realistically can cover. Again, nostalgia can be argued as not only the reason for such a strong bond between sport and culture in Barbados, but also how Barbadian culture thrives.

Again, cricket undoubtedly doubles as the identity of culture within Barbados. With respect to popular culture, Darlington et al. (2013) explain, “cricket as the game that ‘had been transformed from a minority elite ‘English’ sport into the region’s first expression of popular mass culture” (p. 11). Having the region’s first expression of popular culture go so well, and the Windies team dominating in the manner proven, provided the Barbadian community the confidence to not only keep expectations as high as possible; but this confidence spread across Barbados, inevitably landing within other sports as well. Furthermore, the nostalgia continually spoken about is so tightly knit with this confidence and aura, as well as the culture in general, sport can easily be argued to be at the center of pop culture. Now comprehensible as the foundation of both society and popular culture within Barbados, cricket will now take a back seat, as an explanation of the rest of Barbadian sporting culture is in order.

In the 1920s, Barbados officially joined the West Indies Cricket Board (WICB), yet still struggled to progress against the experience of England until 1950 when the West Indian Cricketers beat England in England (Rohlehr, 2008). Barbados is represented on the West Indies team, so that a sense of cultural pride was promoted due to a strong showing from Barbadian athletes on the West Indies team. The 1960s proved to be the turning point of cricket in Barbados. Black cricketers had no restriction to playing on teams; and almost immediately, the West Indies' team culture changed from a white dominated roster, to a black dominated roster. What is most important to recollect is the stagnancy in which cricket went through from the time of introduction, to the 1970s, mainly because after a nearly 70 year stint of losses, and only a decade and change used to find an identity, the incorporation of the black athletes led to "Windies" being regarded as the unofficial world champions of cricket (Ruprah, 2013, para. 1).

To understand this pride and cultural development three historical factors of colonialism are essential. Over 200 years of slavery and serving the "whites," who were known to be English, served as a strong foundation for this racial, soon to be national, pride (Nauright, 2013). Being taught a sport through a process of reformation due to inferiority may have created resentment, so resulting hostility is understood. Nauright (2013) suggests that this is why when a black dominated side from the West Indies, representing numerous Barbadian athletes, showed signs of and eventually surpassed English, only immense pride with the highest levels of magnitude followed. Cricket, initially introduced by the white Englishmen as a way of reformation, was ironically becoming mastered by the reformed.

Barbados' independence occurred right around the time of this black dominated roster, and the eclipsing of their mother country at their own sport ("Barbados Independence Celebrations," n.d.). Further, by eclipsing England in cricket, the sport introduced and meant to reform the inferior, Barbados created an undefeatable national identity and sense of intrinsic pride for their country. Darlington et al. (2013) use an excerpt from Sandiford (2004) regarding the value of cricket to Barbados stating, "The Caribbean people basked in the reflected glory of their cricketers who gave them a stronger sense of pride and identity than they had ever known before. It strengthened their faith in themselves and vindicated their claims to self-determination" (p. 9). Sandiford (as cited in Darlington et al, 2013), explains cricket to not only have created a national identity, but cricket also helped to increase the esteem and efficacy levels of Barbados as a society, so much so it actually became Barbadian culture. Barbados became unique from many countries because sport was at the epicenter of what would soon be a Barbadian culture with their own identity, strong enough to stand on their own.

Cricket, will likely forever be a staple within the traditional culture of Barbados. In regards to the effect on the Barbadian community, every sport, no matter the popularity, finds itself strongly supported by the members of society, regardless of the amount of resources. Whether volunteer or paid, Barbados as a community and a team are naturally and intrinsically invested in seeing athletes find success. Again, because of the culture, Barbados is an ideal location to research and observe youth sport movement.

The Barbadian culture has already been explained as having strong connections with the combination of both gaining its independence as well as representing the West

Indian cricket team, but “why” has not been discussed. Barbados’ first experience to feel truly intrinsically proud was directly following their independence with a golden era of cricket, victorious many times against their mother country. On another hand, cricket is still looked at as a gentlemen’s game reserved for the elite. Other sports exist within Barbados, yet cricket remains the staple of culture. In fact, without elite members of Barbadian society working tirelessly to maintain this reputation, other sports/activities would get more recognition. Darlington et al. (2013) note, “Still, powerful interests in Barbados continue to place cricket at the center of national identity and work to maintain the hegemony of cricket in a society where many other recreational and sporting activities have developed organically on the island or where athletes in other sports have achieved international success” (p. 2). The important piece of information to take away from Darlington et al.’s (2013) statement lies within his notion of other sports having to find success in organic fashion; cricket garners most of the financial attention and resources, making it even more difficult for every other sport in Barbados to find and maintain success.

To validate the magnitude of cricket within Barbados, which consequently shows the lop-sided levels of initiative taken, one must be exposed to the actions of Barbadians who possess the power for change. Darlington et al. (2013) eloquently give perspective to not only why cricket remains the symbol of culture, but also an understanding for the stagnancy other sports experience exclaiming, “Though the colours/ethnicities of the political leaders in Barbados have changed, the status of the game of cricket has not. The elite is now populated by a different ‘race’ but the game is still being used to serve the

same purpose of gentlemanly distinction and pride” (p. 8). Though different ethnicities have risen to positions of leadership in political spectrums, cricket remains dominant, which can only indicate a fear of losing identity. Furthermore, Darlington et al. (2013, p. 12) in an excerpt from Nauright (2003), indicates the degree to which:

nostalgia is put by power groups, which in Barbados is currently populated by educated blacks. Such groups, Nauright states, ‘utilize nostalgia to legitimate their positions through promoting a sense of cultural security through cultural practices common to many members of society’. (p. 12)

These authors recognize the trend of political powers reinforcing cultural identity by putting mass amounts of emphasis on cricket. While no crime has been committed through the intense support given by the government, the partial neglect of other sports must not go ignored.

The culture of Barbados clearly revolves around cricket; and other sports do not get the attention or respect needed or deserved. With the foundation of Barbadian culture in sport, the incorporation of other sports may be a challenge. However, the diffusion of other sports can help with increasing national and potential international exposure, as well as the positive physical and social development of players. Funding is limited for sports other than cricket, which automatically puts sports at a disadvantage in their progression. Cricket being “the gentleman’s game for elite members of society” prevents government and sporting figureheads alike from wanting to lose the reputation it currently holds.

Another limitation Barbados faces as a developing sporting nation is the fact its population does not exceed 300,000 citizens (“Barbados Demographic Profile 2013,” 2013), delimiting those eligible to compete as Barbadian. As an island farthest east within the Caribbean, transportation is limited as such seeking experience or training from another country is difficult. These factors contribute to Barbados being unable to reach its full potential as a multi-sport nation.

Development of Volleyball in Barbados

Volleyball was invented by William G. Morgan in 1895 in the small town of Holyoke, Massachusetts (Lyman, 2009). Originally created as a less strenuous activity than basketball for businessmen to play on a lunch hour, volleyball was considered purely a leisure activity. In the early 1970s, volleyball began to be viewed as more of a competitive sport for both the men and women, gaining tremendous momentum for women in the early 1990s in the United States with the implementation of Title IX (Lyman, 2009). Volleyball is now a sport recognized all over the globe, even beginning to be classified as the top sport outside of soccer in some countries. Professional opportunities for volleyball exist worldwide, concentrated in Europe, Asia, and South America.

Barbados, although tremendously behind these three continents in terms of elite volleyball, does in fact have men’s and women’s National Team programs. Barbados also has Junior and Youth National programs, both intended to allow Barbadian athletes to develop their skills even sooner (J. Rima, personal communication, May 27, 2013). The Barbados Volleyball Association (BVA) was established in 1976, however the

precise circumstances surrounding the introduction of volleyball to the island remains obscure (www.volleybarbados.com). With the establishment of the BVA, volleyball in Barbados could be played with a purpose. The Caribbean in general, and Barbados specifically, produces the ideal type of athlete for the game of volleyball, whether indoor or sand. Many Barbadians are characterized by physical stature that may bode well for performance. What is even more unique: the number of beaches throughout Barbados provide extraordinary potential for sand volleyball that has started to emerge as a popular national sport.

Sport Organizations

The Barbados Olympic Association (BOA), recognized by the International Olympic committee as the National Olympic Committee of Barbados, has a mission to develop, promote, and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter (<http://www.olympic.org.bb>). Improving the health of Barbadians, fostering the spirit of citizenship, educating the public of the importance of physical recreation, and raising awareness about environmental issues are top priorities of the BOA; however, obligations venture into keeping morals and ethics as in check as possible. Cricket, international football, volleyball, netball, swimming, (field) hockey, and athletics round out the sports with little to major following on the island. Cricket dominates Barbadian sporting culture. Although Barbados is a smaller and less populated nation, sports remain the foundation of its culture and society.

In Barbados, the National Sports Council (NSC) is the governing body of youth and secondary school sports (See Appendix A). A lack of resources (e.g., funding,

staffing, and facilities) and expertise exist. Indeed, Barbados does not even have a National Sport Policy, but rather follows a strategic plan developed up by the NSC. Dated 2012-2016, this strategic plan outlines what Barbados will do to improve the efficiency of the development of sport (See Appendix B). In particular, the plan offers an analysis of the current status of sport from which identifying themes and programs help to create the goals, objectives and plans of action. The NSC hopes to develop individuals mentally, physically, socially, and emotionally, and cultivate both economic and community development.

All grassroots levels of sport operate under the framework of guidelines set by the NSC. This strategic plan is not, however, the only policy framework followed within sport in Barbados. Although plans exist for future improvement, no sport policy for Barbados is currently in place. Interestingly enough, the most prevalent piece of policy as it pertains to sport in Barbados currently in circulation is *The Barbados Policy on Doping in Sport* (See Appendix C).

Personal Experience

Once on the island, I met my supervisor at the BOA in the mornings, and we would travel to different schools during the day to teach volleyball during PE classes. We essentially acted as the Physical Education instructors for students who wanted to try volleyball on a specific day. Based on the turnout of students, if we recognized potential in an individual, we would explain the Youth and Junior National programs and ask if they would attend a separate practice once a week to try and grow their skills. Potential was classified by height, coordination, fluidity, or overall athleticism. If participants

showed promise and commitment, they were asked to start coming to the National Team practices for their age group.

My supervisor, also the Director of volleyball development, and I frequented each Youth and Junior National team practice as we were directly involved in the recruitment and development of these teams. The Senior National Teams practiced directly after the Youth and Junior age groups; and although we could not be as hands on as we were with the younger teams, observations of this practice became a common theme as well.

Overall, the structure of the development of volleyball flowed from members of the BOA, specifically within Volleyball Development, conducting large group lessons during the day, those of which are used as a tool for recruitment towards the Barbadian National Program. The by-product of introducing and teaching volleyball, appropriately and in the calculated manner we did, was the diffusion of volleyball throughout the island of Barbados. In fact, because volleyball is still growing in popularity within Barbados, many of the schools visited had never seen volleyball played, let alone at a high level. This being said, we, and the BOA, were directly responsible for the diffusion of volleyball on the island of Barbados.

Review of Documentation. Documents belonging to the Barbados Olympic Association and also the National Sports Council were searched for mainly to identify the structure of both institutions. Unfortunately, organizational documentation regarding structure did not exist for either the BOA or the NSC, so the focus turned to finding any documentation regarding policy or framework in general of either organization. This search, much like the original was unsuccessful, as the only document relevant to this study was the Regulations of the National Sports Council, which was written in 1984 and can hardly be considered current. A Strategic Plan that was developed by the NSC however acts as more of a mission statement with goals, and objectives for the years of 2012-2016, also a document with very little useable information. Overall, the review of documents was not very supportive of understanding volleyball structure and potential for diffusion.

Interviews with Key Stakeholders. Interviews were conducted with stakeholders to gain further information on the structure of both institutions (BOA and NSC), and the process for sport development. The first interview was conducted with Jonea Rima in January 2013 during my first visit to Barbados, and was left open ended based on my tentative plans to return. A second interview was continued upon my return to Barbados, and my main objective was to obtain information regarding my research.

Jonea and I spoke on the culture of volleyball as well as her perspective of the sporting culture. She depicted the optimistic atmosphere of the volleyball athletes as well as how the culture around volleyball foresaw practice limitations. The main aspect of this interview was gaining a much clearer understanding of her duties and operations as

the director of the Volleyball Development Branch. Jonea explained the recruitment process, which saw her traveling to primary and secondary schools during Physical Education classes searching for talent and potential players for the Youth and Junior National Team Programs.

The second interview conducted was with Jasper Blades, a coach and member of the National Sports Council. Jasper and I spoke on the overall culture of sport within Barbados as well as different aspects of the NSC. He explained the passion Barbadians have for sport and competition. During a practice session while athletes were sent off for conditioning, Blades explained the reason he did not have to keep an extreme watch on the athletes. The surrounding spectators kept them accountable. The main take away from my interview with Blades had less to do with information, than with his passion as a local Barbadian, born and raised. What was most prevalent to me during our conversation was the excitement and passion he exuded about sport within Barbados.

Primary Observation. As a primary observer, I observed Youth and Junior National Team practices. I was able to watch how the athletes moved, how they interacted as a team, and most importantly to my study, I was able to observe the level of talent and potential. Simply, I noticed the way in which the Barbadian athletes jumped rope as different in tempo than that of US athletes. Many times US athletes jump rope for speed, so when I witnessed a slower tempo style of jump rope, it caught my eye. Another primary observation included the interaction of the Barbadian athletes. I was surprised at the level of sophistication the Barbadian adolescents maintained all the while remaining extremely competitive. An example of this balance included two Junior National Team boys arguing about a point. The coaches let them hash out what they needed and although a high level of emotion was involved, neither felt the need to use the emotion present in order to win the debate of which team should receive the point.

Participant Observation. Being a participant observer, I was able to actually lead and participate in the activities Rima and I developed for the individuals who selected the Physical Education modules we conducted. From this experience with the Barbadian students and athletes, I took away the level of attention and respect most of them showed for us as superiors or authoritative figures. While some of these participants had low levels of initiative and were not motivated to participate, these children maintained their respect and continued to do as Rima and I asked. This gave strong insight into the culture of Barbados. This respect allowed for Rima and I to move efficiently from skill to skill and dissipated any level of frustration or stress that comes from trying to control a group of kids. I began to have fun, which in turn, and based on my observation, allowed the kids to have fun. Once they understood the drills being asked of them, many enjoyed themselves creating an strong atmosphere of enthusiasm.

Challenges and Constraints

Although positive reasons for the development of volleyball exist (e.g., international exposure, community involvement, and community improvement), Barbados is unfortunately hindered by a lack of allocated finances and resources for developing sport. In addition, a few geographical issues exist (e.g., water locked making traveling more difficult, farthest island east in the Caribbean putting Barbados the farthest away from other popular destinations). There is significant potential for volleyball to grow and for teams to realize success. Among these reasons are residents who fit the prototypical physiology for volleyball success, a largely underrated factor. The reason

the demographic make-up of Barbadian athletes is considered to be a positive factor has to do with needing athletes of Barbadian citizenship to field the national teams. Having the knowledge of how an athlete will develop makes it easier to identify a sport at which they may be skilled.

Unfortunately, Barbados currently lacks finances and resources needed to elevate sport to elite status. In Barbados, there is currently an arena where the teams are scheduled to practice. Yet only 30-40% of practices are conducted within this facility due to the prioritization of other island activities. The remaining practices, roughly 20%, are held in a hanger-like facility. This facility's layout is extremely open, consisting of beams that support a roof but not walls. As such, on any given day, the practices for the National Teams are held outside on pavement. If raining, practices were delayed or cancelled due to wet courts. Simply put, the Youth and Junior National Volleyball Teams are reduced to practicing on cement almost 50% of the time, preventing players from learning appropriate technique.

The lack of facility space, coupled with having to play on completely inappropriate surfaces, severely limits the potential for development of volleyball in Barbados. While conducting my research, I was consistently shocked at how little it took to have a practice cancelled. After speaking with my supervisor on this, she mentioned an issue of lack of commitment from coaches as well as players. As an individual who has developed within the game of volleyball, it was easy to understand the lack of commitment from the players. With practices being cancelled seemingly every other session, the players cannot fully commit their emotions to progressing their own skills.

The economic resources of Barbadians typically means many players do not have cell phones to find out practice is cancelled, and travel great distances to participate. So, often players decide if they will go to practice based on rain in the morning, or events scheduled that may supersede volleyball programs.

The main result of this project was definitely my immersion into Barbadian culture and what I see as great potential for the development of volleyball as a prominent institution in Barbados that may never be realized. This played in my mind to a point of sympathy. After evaluating the limitations, I believe there is potential to develop volleyball.

Overall, the most common and largest themes of my findings are as follows: a lack of practice space and resources, the cancellation of practices, and overall lack of commitment from coaches and players. With only two official volleyball courts on the entire island of Barbados, practice time is very limited. Not to mention, one of the courts happens to be the BOA national arena, which is the largest roofed structure on the island. Any major event needing space is reserved in this arena, including school exams and concerts. Due to this inconvenience, practices are many times relegated outdoors, on the concrete, on make shift courts with less than mediocre nets. This naturally breeds a lack of commitment from players who do not have the means to hear about practice cancellations until they show up. Transportation is not easy on the island as there are many motor vehicles and very few roads in Barbados. Also, a lack of technological equipment makes communication extremely difficult. That said, many players would take their own sense of initiative and attended practices, albeit inconsistently. This was

especially prevalent during the months of June and July, which the locals dub the rainy season. In conclusion, the volleyball culture seems to rest heavily on the reliance of court availability. Players take their chances on practice being cancelled, and as a result do not show up, promoting the overall cancellation of practice. However, the expectation of consistency and commitment will cease to change without the credibility of having daily practice availability. To develop the sport, Barbados must infuse resources and in turn, commitment for the game of volleyball on the island. Although resources are not prevalent, commitments must be made in order to elevate the level of success of the National Volleyball Program.

CHAPTER FIVE: RECOMMENDATIONS AND SUGGESTIONS

The intent of this study was to explore the potential for sport (volleyball) diffusion in Barbados, and to better understand the constraints to this potential. Within this chapter, I synthesized my findings in order to provide the island of Barbados suggestions for how to make progress in national, elite development of the sport of volleyball. After gaining a solid understanding the culture of Barbados, and idiosyncrasies of their sporting culture, I will connect the necessary components to further recommend how the island can best utilize resources as well as remain as cost efficient within the development process as possible.

My first recommendation pertains to indoor volleyball. The major issue with the development of the National Volleyball Program in Barbados appears to be a lack of consistent court space. Only two courts with roofs exist on the entire island, one of which resembles an airplane hanger, without any walls, the other is the indoor BOA arena. These two courts are often used for other sports and activities that have a greater priority.

To address this need, it appears that another hanger-like facility should be developed and dedicated strictly to volleyball and netball. By establishing a sport specific facility on behalf of volleyball, protected from the rain, the players would have a consistent location for practice and competition. This would enhance the commitment of

players. The other large benefit of dedicating a facility for volleyball and netball would be to increase community following and support. As discussed in Chapter One, Barbados has a magnitude of nationalistic pride that was gained through the diffusion of cricket. Therefore, the foundation of nationalism in Barbados happened to be materialized through sport, and community development would likely be increased with further development and sport diversification.

My second recommendation pertains to sand volleyball. Barbados would be a perfect destination as a sand volleyball tournament stop. The geography of Barbados, although water-locked and distant from other large population centers, actually plays into their strengths for sand volleyball. As an island, located along the equator, Barbados has ideal natural resources including weather, for year round sand volleyball. The sport would be extremely cost efficient with little to zero maintenance necessary for optimum playing conditions. Other islands within the Caribbean have found a niche in holiday/long weekend tourism. The economy of Barbados depends on tourism, and the enhancement of sport tourism appears feasible as built, in part, upon sand volleyball. Barbados being land locked also means anyone traveling must arrange for overnight stay. Packages for participants and spectators would be a key economic driver for Barbados.

Another recommendation for Barbados includes the addition of volleyball to the curriculum of Physical Education on the island. Interest must be developed early, so if volleyball was introduced in Physical Education, the rules and regulations of the game would be understood and enthusiasm generated from a much younger age. Based on my experiences in Barbados, had volleyball been introduced to these children, we would

have been able to observe talent at schools as opposed to being obligated to help the diffusion process. Increasing interest in volleyball needs to occur in order for volleyball to gain the national attention it needs. This has to do with the popularity of the sport growing so that when a facility is going to be built, Barbadians will strive to have it built within their communities. In all honesty, the Volleyball Development Branch of the BOA markets and promotes volleyball as well as resourcefully possible. Therefore, it is also recommended of sport leaders communicate with the United States and other nations to aid in the development of volleyball through opportunities for further play and education. Awareness of the potential for skilled players will increase with motivation and level of commitment.

During my time both observing and coaching, I recognized multiple volleyball players who trained and practiced with the Junior National Teams who all possessed the talent and skill to play at the Division 1 level of collegiate athletics. A strong connection between the United States and Barbados could potentially lead to a program that filters Barbadian players into the collegiate institutions of the US. In return for the recognized talent, the United States may allocate funds and resources to help develop the current status of volleyball in Barbados.

All of this is meant to aid in the betterment of the youth and their future. Once a solidified reputation for striving to become a student athlete exists, parents will be much more willing to use volleyball as a vehicle to help their child to a more promising future. The intent of this project was to understand framework, structure, and resources of the sporting organizations of Barbados as well as realize the island's potential for sport

(volleyball) diffusion. Based on results of my experience in Barbados and review of key documents, interviews and field notes, I believe that an increase in resources, heightened communication and marketing, raising international efforts to support volleyball development, and growing the momentum for sport tourism as an economic driver, individuals and communities may recognize tremendous benefits of volleyball as a sport institution.

APPENDIX A

National Sports Council Regulations, 1984

S.I. 1985/40.

These regulations were made on 12th December, 1984 by the National Sports Council with the approval of the Minister under section 13 of the *National Sports Council Act*.

1. These Regulations may be cited as the *National Sports Council Regulations, 1984*.

2. In these regulations, "authorised person" means a member, officer, agent or servant of the Council, a person acting under the authority of the Council, a member of the Police Force or a security guard whose services have been retained in respect of the premises by the Council, a school or other licensee of the Council;

"owner", in relation to an animal, includes a person who has the custody or control of the animal;

"premises" means any premises or facilities under the occupation, management or control of the Council;

"security guard" means a person employed as such for the purpose of maintaining security or order.

3. The Council may determine the times and days during which the premises are to be open or closed to the public.

4. (1) No person shall, except with the permission of an authorised person,
(a) enter or remain on the premises at a time during which those premises are closed to the public;
(b) enter or leave the premises except through a gate or other passage provided for the purpose;

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CAP.48A regs. 5-7

National Sports Council Regulations, 1984

(c) enter an area of the premises that the Council has set apart for use in any sport, competition, entertainment, show, public lecture or other event; or

(d) cause a vehicle to enter the premises.

(2) Where a person has been granted permission under paragraph (1)(d), he shall not

(a) drive, ride or cause the vehicle to be propelled at a speed exceeding 16 kilometers per hour; or

(b) park the vehicle other than in accordance with the directions of an authorised person.

5. No person shall, unless he is an authorised person, offer himself as a guide to any person on the premises.

6. (1) An owner of an animal shall not, except with the permission of the Council, bring the animal into or

allow the animal to enter or remain on the premises.

(2) An owner of an animal who has obtained permission under paragraph (1) shall keep the animal under his control and shall secure it by means of a leash or other attachment.

7. (1) No person shall, on the premises, (a) indecently expose his person;

(b) blackguard or use any threatening, obscene, abusive or indecent language;

(c) molest or assault a person who is lawfully using the premises;

(d) dispose of any litter except in bins provided for the purpose;

(e) light a fire;

(f) damage or deface a structure or Sign that has been erected by the Council;

Or

(g) beg alms or solicit contributions or donations.

(2) For the purposes of paragraph (1)(1) a structure or sign that IS erected on the premises shall be deemed, in the absence of evidence to the contrary, to have been erected by the Council.

National Sports Council Regulations, 1984

CAP.48A

regs.8-11

8. (1) No person shall, unless authorised in writing by the Council,

(a) hold or stage any exhibition, entertainment, display or lecture;

(b) hold a public meeting; or

(c) sell, expose or offer for sale any article, on the premises.

(2) No person shall, except in an area set apart for the purpose and with the permission of the Council,

(a) play any game;

- (b) discharge a loaded firearm; or
- (c) throw or propel any missile or object.

9. (1) No person shall remove from the premises any sports equipment, tool, implement or other object that is the property or under the control of the Council.

(2) A person who has in his possession on the premises a bag or container shall present the bag or container for an examination if requested to do so by an authorised person.

(3) An authorised person must not make a request for presentation under paragraph (2) unless he has reasonable cause for suspecting that the person to whom he makes the request has acted in contravention of paragraph (1).

10. A person who brings on to the premises a radio, television receiver or transmitter or a musical instrument shall comply with any directions given by an authorised person in respect of its use.

11. (1) Where any object is left on premises under the control and management of the Council, whether or not that object in the opinion of the Council,

(a) creates a nuisance;

(b) is injurious or likely to be injurious to health; or

(c) impedes the functions of the Council,

the Council may serve on the owner of those premises, notice in writing requiring him to demolish, service, repair or remove

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the object to the satisfaction of the Council within the time specified in the notice.

- (2) Where the owner on whom a notice is served under paragraph (1) fails to comply with the requirements of the notice, the Council may
- (a) carry out the works to be done; and
 - (b) where the object has been demolished, sell or otherwise dispose of any material resulting from the demolition.
- (3) Subject to paragraph (4) the expenses incurred by the Council under paragraph (2), may be recovered as a civil debt due to the Council.
- (4) The expenses incurred by the Council on the demolition or removal of the object referred to in this regulation may be deducted from the amount realised after the sale, and in the event of a surplus, the Council shall pay the surplus to the owner of the demolished or removed object.

12. (1) There shall be paid in respect of the matters specified in column 1 of the Schedule the fees set out opposite thereto in column 2 of that Schedule.

(2) In addition to the fees specified in paragraph (1) there shall be paid all lighting or such other expenses, as the Council determines, that are incurred as a result of the use of the premises.

(3) The Council may waive, remit or refund any fee or part thereof payable or paid by any person under paragraph (1).

National Sports Council Regulations, 1984

APPENDIX B

National Sports Council

Strategic Plan 2012-2016

3. EXECUTIVE SUMMARY

In an age of a lingering worldwide recession and social deterioration in the Caribbean, it is the conviction of the Board of Directors and the senior management of the National Sports Council that sport has all the attributes necessary to be a preeminent contributor to the future economic and social development of Barbados. This strategic plan sets out the principal strategic themes which are considered integral to positioning sport as a catalyst to Barbados' future socio-economic development.

The strategic themes in this plan emerged through a rigorous examination of several factors, namely: the current and future political, economic, social, legal, technological and environmental dynamics which circumscribe the operations of the NSC. Since implementation is key to achieving change, the plan also proposes a structure and an operational methodology for the NSC, which are intended to dramatically improve the Council's operational effectiveness.

Foremost among the strategic themes is the need to consistently attain sporting excellence. Fundamental to this theme of sporting excellence are the development of a High Performance Centre, a Sporting Hall of Fame and a series of supporting developmental initiatives.

Another strategic theme of significance is the development of a sports industry. The plan has identified a range of actions which, when implemented, will contribute to employment generation, particularly among the youth and the expansion of the national economy. This plan envisages sport emerging as a partner to the cultural industries in reshaping the structure of the Barbadian economy.

This plan intends to exploit the power of sport to serve as a unifying force across communities and nations. The plan seeks to exponentially increase participation in sport whilst improving the governance of national sporting organisations.

Facilitating the emergence of visionary leadership in sporting organisations and achieving orderliness in the management of sport are among the outcomes anticipated from the Council's actions in this segment of the plan.

An inescapable component of the plan to broaden participation in sport is the availability of facilities, appropriate in quantity and quality. However, the financial environment within which this plan will be implemented, imposes a need for considerable fiscal restraint. The plan therefore seeks to introduce innovative approaches to the provision of facilities maintenance services and to the funding of additional facilities.

This plan recognises that the NSC, as currently structured, is incapable of implementing the proposed strategy. Consequently the plan recommends, as an urgent priority, the imperative to restructure the NSC as an organisation focused on strategy implementation. This restructuring of the NSC must precede all other initiatives identified in the plan and requires a finite timeframe for its completion.

Among the requirements for a successfully restructured organisation is a need for a management approach and a system of measurements which emphasise accountability and reward performance. In light of this, the organisation's vision, mission statement and core values provide invaluable guides to the new approaches needed to transform the organisation.

The Board of Directors is fully committed to the course of action outlined in this plan and anticipates its endorsement by the various stakeholders in the national sporting fraternity.

National Sports Council

Strategic Plan 2012-2016

4. VISION, MISSION STATEMENT AND CORE VALUES

VISION

To transform the Council into a professional agency which fully exploits sport as a primary tool in the socio-economic development of the nation.

MISSION STATEMENT

We will be a highly professional organization, contributing to the socio-economic development of the nation through the creation of a participative and success-oriented national sporting culture and the development of a vibrant and sustainable sports industry.

CORE VALUES

These core values are the essential and enduring tenets of this organisation. They define what the NSC represents.

- **Accountability:** The acknowledgement and acceptance of responsibility for the implementation and governance of all policies, decisions and actions incidental to the organisation's mandate.
- **Integrity:** The pursuit of relentless honesty and non-exploitive conduct in our relationships with stakeholders and in our management of the environment.
- **Professionalism:** The continuous promotion of the organisation's best interest through conscientious, committed and courteous behaviours.
- **Sporting Excellence:** Aspiring to and attaining those features which confer an exceptional quality on the nation's sporting endeavours.
- **Passion:** The characterisation of our activities with an intense, boundless energy, indicative of a belief that these activities constitute our life's calling.

APPENDIX C

Mission of the NOCs

Friday, 11 March 2011 01:09

The mission of the NOCs is to develop and protect the Olympic Movement in their respective countries, in accordance with the Olympic Charter.

National Olympic Committees -

- propagate the fundamental principles of Olympism at national level within the framework of sports activity and otherwise contribute, among other things, to the diffusion of Olympism in the teaching programmes of physical education and sport in schools and university establishments. They see to the creation of institutions which devote themselves to Olympic education. In particular, they concern themselves with the establishment and activities of National Olympic Academies, Olympic Museums and cultural programmes related to the Olympic Movement;
- ensure the observance of the Olympic Charter in their countries;
- encourage the development of high performance sport as well as sport for all;
- help in the training of sports administrators by organizing courses and ensure that such courses contribute to the propagation of the Fundamental Principles of Olympism;
- commit themselves to taking action against any form of discrimination and violence in sport;

- shall fight against the use of substances and procedures prohibited by the IOC or the IFs, in particular by approaching the competent authorities of their country so that all medical controls may be performed in optimum conditions.
- have the exclusive powers for the representation of their respective countries at the Olympic Games and at the regional, continental or world multi-sports competitions patronized by the IOC. In addition, each NOC is obliged to participate in the Games of the Olympiad by sending athletes.
- have the authority to designate the city which may apply to organize Olympic Games in their respective countries.
- must work to maintain harmonious and cooperative relations with the appropriate governmental bodies; they must also contribute effectively to the establishment of programmes for the promotion of sport at all levels. As sport contributes to education, health, the economy and social order, it is desirable for the National Olympic Committees to enjoy the support of the public authorities in achieving their objectives. Nevertheless, the NOCs shall preserve their autonomy and resist all pressures of any kind, including those of a political, religious or economic nature, that may prevent them from complying with the Olympic Charter.

National Olympic Committees (NOCs) have the right to:

- formulate proposals addressed to the IOC concerning the Olympic Charter and the Olympic Movement in general, including the organizing and the holding of the Olympic Games;
- give their opinions concerning the candidatures for the organization of the Olympic Games;
- collaborate in the preparation of the Olympic Congresses;
- participate, on request from the IOC, in the activities of the IOC commissions.

The IOC helps the NOCs fulfill their mission through its various departments and Olympic Solidarity. In order to fulfill their mission, the NOCs may cooperate with governmental or non-governmental bodies. However, they must never associate

themselves with any activity which would be in contradiction with the Olympic Charter.

Apart from the measures and sanctions provided in case of infringement of the Olympic Charter, the IOC may, after having heard an NOC, suspend it or withdraw its recognition from it:

- if the activity of such NOC is hampered by the effect of legal provisions or regulations in force in the country concerned or by acts of other entities within such country, whether sporting or otherwise;
- if the making or expression of the will of the national federations or other entities belonging to such NOC or represented within it is hampered by the effect of legal provisions or regulations in force in the country concerned or by the acts of other entities within such country, whether sporting or otherwise.

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BIOGRAPHY

Joe Norton graduated from Eden High School, in Buffalo New York in 2007. He received his Bachelors of Science in Recreation, Health, and Tourism with a concentration in Sport Management in 2011 from George Mason University. From 2007-2012, he played on and captained the Men's varsity Volleyball Team. In 2014, he graduated with a Master's of Science in Sport and Recreation Studies with a concentration in International Sport Management.