

ANTI-RACISM IN SPORT ORGANIZATIONS

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Chapter 8

A Noble Cause or Wishful Thinking?: Exploring the Trajectory of Corporate Social Responsibility in Sport

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Abstract

Sport organizations have developed social responsibility initiatives that support their bottom-line agenda and reputation for doing good for society. Yet, in recent years, racial injustice and other social ills have permeated the media landscape. So much so, high-profile athletes have challenged sport organizations, government leaders, and society-at-large to improve by pushing for societal reform. This chapter focuses on the history of corporate social responsibility (CSR), its connection to sport, and how scholars assess CSR initiatives. Future directions for research are also discussed.

Keywords: anti-racism, Black Lives Matter, social justice, politics

Wang (2015) explained the origins of corporate social responsibility (CSR) date back to the early 20th century in the United States (U.S.), when Henry Ford announced that the Ford Motor Company was built "To do as much as possible for everybody concerned, to make money and use it, give employment, and send out the car where the people can use it...and incidentally to make money" (Lee, 2008, p. 54). William Clay Ford Jr. also emphasized this notion nearly a century later when he said, "we want to find ingenious new ways to delight consumers, provide superior returns to shareholders and make the world a better place for us" (Meredith, 1999, para 3). The concept of CSR was started when business and management scholars began noticing the changes in society that influenced how businesses operated. Specifically, global changes following World War II, coupled with watershed moments such as the Civil Rights movement, created a platform where individuals began to hold big businesses accountable for their actions against society. This includes pay inequity, environmental endangerment, and gentrification, among others.

Consequently, these scholars expressed the necessity to understand how businesses influenced society and vice versa (e.g., updated diversity policies, work/life balance, stakeholder-focused bottom-line). Several scholars attributed the first of such inquiries to the economist Howard Bowen. In his landmark book, *Social Responsibilities of the Businessman* (Bowen, 1953), he argued business ethics would be the most important solution to sustainable organizational performance.

Bowen would define CSR as an obligation for businesses "to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." (Bowen, 1953, p. 6). Since that time, CSR has gone through several iterations. For example, several scholars developed terms such as corporate social performance (Wood, 2010), corporate citizenship (Dion, 2017), and corporate social responsiveness (Sturdivant & Ginter, 1977) that permeated much of the business literature for decades. Regardless, business leaders have taken heed of the importance of adding CSR as a component of their bottom-line agenda. More recently, scholars, business leaders, and governmental organizations have examined how sport organizations have concerted efforts to

engage in CSR as part of their overall business agenda, reputational management purposes, and value creation mechanism (Giulianotti, 2015). Former Secretary-General of the United Nations (UN), Kofi Annan, established the UN's Office on Sport for Development and Peace (UNOSDP) in 2001 to use the power of sport to create global change. Since then, sport has undergone several iterations in their social responsibility strategies. In the 21st century, sport organizations' leaders need to understand their brands' global reach. In addition, sport organizations are also often entrenched within local communities and directly affect the livelihoods of their fan bases (i.e., psyche income). In understanding this, it is imperative to examine how the use of CSR tactics within sport organizations has affected business outcomes. This chapter focuses on how scholars have used CSR, how it has been used by sport practitioners and the future of this important intersection.

Social Responsibility in Sport

One of the more exclusive ways in which sport differentiates itself from traditional organizations is that much of the power associated with engaging in social responsibility was based on the individual – distinct from CSR. For this chapter, social responsibility within the context of sport can be viewed as a push by an individual or groups of individuals who galvanize their constituencies to use sport's power of connectivity to create a more just society. For example, Muhammad Ali refused to become enlisted in the U.S. military in protest of America's stance on the Vietnam war. Consequently, he was stripped of his title and banned from participating in boxing matches. In 1968, Olympic sprinters Tommie Smith and John Carlos participated in a raised fist demonstration during their podium celebration. Smith and Carlos explained that the purpose behind their demonstration was to give attention to the plight of Black people in America. They also said their demonstration was a show of solidarity with Ali being Blackballed from boxing. These acts of activism, while not the only significant stances that athletes took, were some of the highlights of the Civil Rights Movement.

However, the early 1970s began a season of dormancy regarding athletes taking a stance against various social injustices. Some suggested the increased commodification of sport along with the various punishments athletes received from sport organizations (and state entities) for their activism were the catalysts for this dormancy (Wenner, 2009). The dormancy of athlete activism occurred concurrently with the increased global popularity of sport. Not only did athletes such as National Basketball Association (NBA) superstars Michael Jordan and Charles Barkley, along with National Football League (NFL) star Orenthal James "O.J." Simpson, become wealthy throughout the 1980s, but they also endorsed brands with apparel, hygiene, and other non-sporting products (Frey & Eitzen, 1991). In recognizing their popularity, society began calling on these athletes and sport organizations to use their platform to combat pressing global issues. For example, Jordan was criticized in 1990 for not backing North Carolina Democratic Senate candidate Harvey Gantt because "Republicans buy sneakers, too." (Lutz, 2020, para. 2). Also, Charles Barkley caught flack for his 1993 Nike commercial in which he suggested that he was not a role model and should not be seen as one just because he dunks a basketball (Eisenberg, 2019). Consequently, sport and non-sport organizations began to develop foundations and partnerships to answer this call.

For example, sport apparel giant, Nike, created the Sport for Social Change Networks (SSCNs) in 2007 to address social responsibility in sport. Nike collaborated with leaders in South Africa, Kenya, the United Kingdom, and Brazil to develop strategic collaborations between public and private entities to help develop youth. Additionally, sport organizations have teamed up with several globally renowned nonprofit agencies (i.e., the United Way, Anti-Defamation League) to develop various social responsibility initiatives (Zemeirs et al., 2019).

A Call to Action

Although CSR has been an area of inquiry among scholars for over 70 years, the intersection of CSR

and sport is relatively recent. In the Routledge Handbook of Sport and Corporate Social Responsibility, Paramio-Salcines et al. (2016) explained sport practitioners have engaged in several aspects of CSR since the 1980s. But scholars did not begin exploring the effectiveness of these initiatives until the early 2000s. It can be assumed that using sport as a platform for social responsibility can be traced to former South African President Nelson Mandela, who expressed the following remarks during the opening speech at the 2000 inaugural Laureus World Sports Awards:

Sport has the power to change the world. It has the power to inspire, it has the power to unite people in a way that little else does. It speaks to youth in a way that little else does. Sport can create hope, where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination...(Edwards, 2013, para 1-2)

Considering President Mandela's mantra regarding the power of sport, Smith and Westerbeek (2007) were some of the first scholars to mobilize sport management scholars to examine the role sport can play in improving society. To explore how sport can be used to aid society, the authors used stakeholder theory (ST; Freeman & Phillips, 2015) as a theoretical framework. Since its inception, scholars have considered ST one of the most prominent theories in connecting the relationship between business and society.

Smith and Westerbeek (2007) explained the role of CSR from the view of stakeholders when they said: "...from a stakeholder perspective, corporate social responsibility requires organizations to consider the interests of investors, suppliers, consumers, employees, the community, and the environment in discharging their profit-directed activities" (p. 2). Their assessment described seven ways sport could be deployed as a CSR mechanism in the global economy. First, sport can be a force in mass media distribution and communication. With its global reach, sport allows for participation, inclusion, and social investment. Second, sport has youth appeal that provides an avenue for participation-based programs for their overall growth. Third, sport has the power to engage in eradicating various deteriorating health standards by providing an avenue for people to get active. Fourth, sport offers a space for people to engage in social interaction. Fifth, sport offers a platform to explore environmental and sustainability awareness relative to the construction and/or remodeling of arenas or other events held in local communities. Sixth, sport offers a platform for individuals of varying cultures to interact and gain awareness of differing values. Seventh, sport provides an escape from reality for patrons to have fun and other forms of gratification. These assertions follow other value-driven statements made by global sport entities. For example, the International Federation of Association Football's (FIFA) social impact mission is to promote the necessity for basic human rights, engage in environmental protection, and increase child protection worldwide (Woods et al., 2019). Similarly, the International Olympics Committee (IOC) made claims in their charter that they aim to promote peace and prosperity by preserving human dignity through the platform of sport.

Following Smith and Westerbeek's (2007) push for more sport management scholars to examine the relationship between sport and CSR, Babiak and Wolfe (2009) developed a study that explored the various reasons why sport organizations engaged in CSR activities. In addition to ST, scholars would also lean on Carroll's (1999) framework of CSR (See Table 1). Essentially, this framework consists of four elements: "economics (the basic responsibility to make a profit and, thus, be viable), legal (the duty to obey the law), ethical (responsibility to act in a manner consistent with societal expectations), and discretionary (activities that go beyond societal expectations)" (Carroll, 1999, p. 718).

Therefore, Babiak and Wolfe (2009) were compelled to discover how CSR is diffused among several professional sport organizations, including the National Football League (NFL), Major League Baseball (MLB), National Hockey League (NHL), and National Basketball Association (NBA). The authors collected data via press releases, website information, newsletters, and unstructured interviews with eight sport executives across the various sport leagues. The results indicated several internal and external

factors that influenced the need for these organizations to engage in CSR. For example, many of the executives explained that societal pressures, legal requirements, a commitment to organizational goals, and corporate values all influence why CSR initiatives are disseminated. They go on to suggest that future research at the intersection of CSR and sport must consider the various macro, meso, and micro-level factors such as systemic anti-Black racism.

On Race, Equity, and Justice

While traditional organizations have long explored ways in which they can be better for society, sport have primarily been seen as a platform for entertainment purposes. This ideology has also permeated US society as a platform for escaping the real world (Wann, 1995), a positive platform for youth development (Coakley, 2011), and a platform to showcase the love for American pride (Knoester et al., 2021). In recent years, race and racial inequities have prompted these organizations to engage in social responsibility initiatives to satisfy stakeholder concerns. For example, sport organizations such as the NBA and NFL have received considerable backlash for having predominantly African American athletes but not having many coaches, administrators, or owners of the same racial and ethnic backgrounds (Braddock II, 1989). The NFL worked to eradicate this issue by establishing the Rooney Rule in 2003 (DuBois, 2016). Named after longtime Pittsburgh Steelers owner Dan Rooney, the rule required teams to interview at least one minority candidate for head coaching and/or senior administrative position vacancies. Rather than instituting a hiring quota, the rule only applied to interviewing protocols.

Since its inception, the rule has been criticized as a disingenuous public relations ploy because African American coaches and executives struggle to secure these coveted leadership positions. The criticism became so daunting that in 2020, the league enacted 2020 Resolution JC-2A, which rewarded teams who spent time on developing minority candidates for future head coaching and/or administrative roles with additional draft picks once another team hires that candidate. (King, 2020). This resolution prompted other sport organizations to create similar protocols.

For example, the West Coast Conference (WCC) in intercollegiate athletics enacted the “The Russell Rule” in the same year. Named after NBA Hall-Of-Fame player, coach, and activist, Bill Russell, the rule established that all member institutions must include a minority candidate in their final rounds of interviews for any head or assistant coach, athletic director, or senior administrator position within their athletics department (Faraudo, 2020). Even organizations outside of sport have developed variations of the rule to support workplace diversity.

Sport management scholars have scrutinized such resolutions by major sport organizations recently. For example, The Institute for Diversity and Ethics in Sports (TIDES) releases an annual report card evaluating the racial and gender hiring, retention, and promotion practices of various professional sport leagues in the U.S. Led by its director, Dr. Richard Lapchick, the most recent report shows some improvement for people of color regarding head coaching and administrative roles, but not a strong score for gender hiring practices (Lapchick, 2022).

For example, The Football Bowl Subdivision (FBS) leadership report card scored racial hiring practices as a B- while gender hiring practices received an F. According to Lapchick, the results of the FBS leadership report card are the lowest among major US sport, including the NBA, MLB, WNBA, NFL, and MLS. Also, the report shows poor racial and gender hiring ratings for team owners. At the time of this writing, only one African American head coach remained in the NFL, two minority owners within the NFL, three minority owners within the NBA, and one minority owner of an MLB team (Hinton, 2021). Often, the term minority lumps together all non-White individuals into one group without acknowledging the disparities of not categorizing. For example, while there are several non-White and/or non-male owners across various US-based professional sport, Michael Jordan remains the only Black person to own a professional sport franchise. The continued lack of diversity within leadership positions across

various professional and intercollegiate sport organizations supports the notion that CSR functions as publicity stunts for these entities rather than as tangible efforts of societal change through sport.

Various social movements have risen in the last decade to combat social injustice. In particular, #BlackLivesMatter (BLM) would be the catalyst for a radical movement regarding racial reconciliation in the U.S. In 2012, Florida teen Trayvon Martin was gunned down by neighborhood watch person George Zimmerman. One year, Zimmerman was acquitted of all charges. This would spark national outcry among critics who expressed this was one more instance of injustice in a litany of shootings involving the death of unarmed Black men and boys. This outcry prompted activists to express their concerns via Twitter by posting messages accompanied by the BLM hashtag. As this slogan gained traction, the originators of the BLM hashtag, Alicia Garza, Patrisse Cullors, and Opal Tometi, gained national attention. So much so that the social media gesture transformed into an international organization that eventually developed affiliates across numerous countries. The sport world would join in the effort to call out leaders, law enforcement, and other organizations to take the matter of racism and police brutality seriously. One athlete's gesture would test the very fabric of the American ideal.

On August 16, 2016, then San Francisco 49er quarterback, Colin Kaepernick, sat during the playing of the national anthem in the team's preseason game against the Green Bay Packers in protest of racism and police brutality that had run rampant in recent years (Anderson, 2020). He would eventually take a knee instead of sitting to respect members of the U.S. armed forces. Initially, his protest drew the ire of police unions and critics of the BLM movement as they said his gesture was ill-informed and lacked respect for law enforcement. His gesture would also upset President Donald J. Trump, who suggested that fans and non-fans of the NFL should boycott the game if Kaepernick is not punished. However, Kaepernick would receive support from teammates and eventually athletes from across the world. By 2017, Kaepernick was no longer a member of the 49ers and remained an unsigned player. As a result, athletes, civil rights activists, and others accused the NFL of engaging in unethical practices by preventing him from securing employment opportunities within the league. That same year, Kaepernick and former teammate Eric Reid filed a collusion grievance against the NFL. By 2019, Kaepernick and Reid would settle their grievance with the NFL with a confidential settlement. However, Kaepernick remained unsigned while Reid signed with another NFL team. During this time, Kaepernick, who had previously led the 49ers to a Super Bowl, was known as a polarizing figure at the center of the national crisis centered on racial injustice and police brutality. Kaepernick would explain why he started the protest because he believed the professional sport's platform was too important and influential not to use it as a tool to fight against societal injustices. Furthermore, he believed through his gesture that he could bring awareness to a country still dealing with and systematically perpetuating racism.

As mentioned, his stance against racial injustice would prompt other NFL, NBA, Women's National Basketball Association (WNBA), collegiate, high school, and global athletes to call upon their leaders to eradicate racial and social injustices. In addition, his push for racial equality also prompted sport apparel companies such as Nike and Under Armour to issue statements regarding racial injustices. Not coincidentally, Kaepernick would become the face of a Nike commercial that ended with him saying, "believe in something, even if it means sacrificing everything" (Jennings, 2018).

The year 2020 saw the world reeling from the COVID-19 pandemic. But, it was also the year that sparked an athlete activism reckoning which prompted sport organizations to engage in tangible social responsibility efforts. Issues of pay inequity, police brutality, mental health, voter suppression, and policy reform were among some of the focal points on the athletes' agenda (Leppard, 2022). Sport organizations began to recognize they could no longer remain neutral in matters important to their players. For example, NFL commissioner, Roger Goodell, was prompted to release a statement following the murder of George Floyd, admitting the NFL was wrong when they did not listen to players and fans who called for concerted actions to redress racial injustices. During the NBA bubble season and playoffs, players prompted league officials to allow for BLM banners to be displayed on the court after players threatened

to forfeit games following the police shooting of Jacob Blake. Former WNBA player Renee Montgomery would gain national attention after she called out Atlanta Dream co-owner, then-Senator Kelly Loeffler after she denounced the WNBA for supporting the BLM movement (Booker, 2021). Shortly thereafter, Loeffler sold the team to Montgomery and other investors, which made Montgomery the first retired WNBA player to become an owner and executive of a team. Montgomery also led change against voter suppression during the presidential election.

While sport organizations have been impelled to engage in various social justice causes, many still wonder whether these efforts are positive drivers for true social reform or CSR-washing efforts (a term that refers to how organizations profit from insincere claims of CSR) (Pope & Waeraas, 2016). Consequently, scholars have exerted a considerable amount of effort on developing ways in which they can assess the effectiveness of sport CSR initiatives. The next section highlights this emerging literature.

Examinations of the Effectiveness of CSR in Sport

Much of the literature regarding the intersection of sport and CSR emerged to better understand cause-related marketing initiatives that sport organizations established to be a force for social good (Bradish & Cronin, 2009). For example, MLB noticed a decline in the African American fan base and those who played the game during the late 1980s (Barra, 2017). As a result, they established the Reviving Baseball in Inner Cities (RBI) program in 1989 to increase interest in the game among inner-city youth and provide educational opportunities. In 2006, MLB established its social responsibility by establishing the Urban Youth Academy (UYA). Through this arm, MLB sought to educate and enhance the quality of life of individuals that live in urban communities across the U.S. Despite the positive public relations derived from these efforts, Anderson and Martin (2019) discovered the leagues' use of CSR to develop a relationship with the African American community is still lacking. The reason is that while these initiatives are meant to increase the number of African Americans playing the game, only around 10% of team rosters feature these players (Jones, 2021).

In another study, Walker et al. (2010) examined e-newsletters of four professional sport leagues (NFL, NBA, MLB, and NHL) to determine the types of CSR initiatives shared with their respective fan bases. After analyzing 818 newsletters, the results yielded five ways sport organizations communicate their initiatives. The most dominant occurrence in the newsletter was monetary charitable events (e.g., raffles, prizes, auctions). The next most frequent occurrence was non-monetary charitable events (e.g., food drives, toy drives, holiday drives). Volunteerism and community outreach were the third and fourth most frequent occurrences (e.g., youth sports camps). Finally, social awareness initiatives (e.g., diversity awareness initiatives, breast cancer awareness) and community appreciation awareness events (e.g., health, mental/physical abuse) were the least frequent occurrences. Lastly, they suggested most sport fans preferred more frequent disbursements of information (as opposed to an annual release of CSR initiatives) and more collaborations with stakeholders to determine which initiatives would be the most beneficial for target groups (Walker, Kent, & Vincent, 2010).

Considering the abundance of literature that has surfaced regarding the intersection of CSR and sport over the last two decades, Montazeri et al. (2017) explained that there is a need to quantify the impact of these efforts. Moreover, they surmised that effective measurements within the context of sport could assist practitioners with understanding fan loyalty, consumer behavior, reputation management, and community development dynamics. To determine this, the authors gathered data from over 600 attendees at an Iranian Premiere League game to develop and validate a measurement of CSR in sport. Results from their study showed five specific items that are relevant to the tangible efforts of CSR and sport: a) economic, b) philanthropic efforts, c) ethical, d) legal, and e) environmental. Additionally, this study showcased the necessity for sport organizations to develop stronger ties to their constituents as they seek to create better communities. Lastly, they explained sport practitioners could use the five-category tool to assess the impact of their CSR initiatives and improve future efforts.

As the study of CSR and sport has expanded, Hwang (2019) recognized the lack of research on how CSR is studied within college athletics. College sports have distinctions from professional sport organizations due to the emphasis on education and life skills. Along the same lines, Hwang (2019) outlined the following distinctiveness of intercollegiate sport fans from professional sport spectators:

College sports fans have different perspectives from professional sports fans because they have a special interest in educational issues such as Title IX in college athletics and academic success for student-athletes. (p. 35)

Considering this distinction, Hwang (2019) examined college students' perceptions of an athletic department's CSR initiatives to determine their effectiveness on several factors. In total, 276 students from several Division 1 (D1) universities in the Midwestern US region completed a survey for this study. Results showed that CSR perceptions significantly influenced fans' intentions to support athletic departments. Next, CSR perceptions influenced student identification with the athletic department. Consequently, students' identification with the athletic department influenced their intention to attend games. Fan identification levels were also contingent upon their perceived effectiveness of CSR strategies. It was also discovered that the more likely a fan cares about CSR initiatives, the more likely they would attend games or events sponsored by the athletic department. Thus, this study showed if CSR initiatives are well received by fans, then these efforts will have a positive impact on fan loyalty.

While most of the literature involving CSR and sport has focused on large-scale mega-events, a lack of literature discusses how CSR initiatives featured through small or medium-sized events impact local citizens. Sanchez-Saez et al. (2020) surveyed individuals who attended the event "La Ruta de las fortalezas" or Route of the Fortresses in Cartagena (Spain) to develop and test a survey instrument involving perceptions of small to medium-sized sporting events. The authors offered the following explanation for their site selection:

For integrating different socially responsible actions into its organizational programs, such as the route of the event that runs through the city's main heritage sites, the hosting of a university congress, a race adapted for disabled participants, the hosting of environmental waste collection days, and the restoration of historical paths. (Sanchez-Saez et al., 2020, p. 2)

The authors then analyzed data collected from 516 citizens from four urban neighborhoods in the city of Cartagena, where the event is held annually. The results verified and confirmed the validity and reliability of the measurement on three levels of CSR perception: a) sustainable sport activity (e.g., sport for all, local tourists, etc.), b) social cohesion (e.g., development of local trade, promotion of cultural activities), and c) well-being (e.g., health and safety protocols for the local community).

Sport organizations have also focused on environmental safety initiatives that aid in improving the communities in which they are involved. For example, the NHL Green campaign was established to promote more sustainable business practices by teaming up with partners to lower emissions, conserve water, reduce waste, and provide various safety measures. On a team level, the Los Angeles Clippers (LAC) of the NBA and Aspiration teamed up to build a sustainable sport arena. Aspiration is a financial services organization that invests client savings into globally sustainable organizations. With this partnership, LAC boasts the Intuit Dome will become "the world's first climate-positive arena" (Young, 2021, para. 5).

The partnership between sport and environmental organizations should not be considered an oddity. As Smith and Westerbeek (2007) explained, sport have an opportunity to aid global communities in various health and safety initiatives. This is why it comes as no surprise that non-sport affiliated organizations such as the Green Sport Alliance, Sport, and Sustainability International, Beyond Sport, and the Aspen Institute's Sport and Society program have convened government officials, academics, sport

executives, and athletes to develop solutions for the world's most pressing global issues through the platform of sport. In recognizing this, McCullough, Orr, and Watanabe (2020) explained the significant shift towards environmental sustainability among sport organizations when they said: "...the existing methods within the sport sector for measuring and monitoring direct environmental impacts for experiential products fall short of assessing the full scope of impact" (p. 393). The authors also posited that sport practitioners need a way to assess environmental initiatives properly. As a result, the authors presented the Life Cycle Assessment (LCA) and Direct Impact and Externalities (DeEI) framework as a possible solution to assessing environmental impact.

Under these frameworks, sport scholars and practitioners would have a tangible resource to examine direct impacts (i.e., ticket purchases, event production and consumption, design and construction of venues) along with externalities (i.e., outside venues, tourists) effects on environmental safety. While specifically being a conceptualization, this framework seeks to join the leadership and energy and environmental design (LEED) as a valuable and tangible assessment tool to examine environmental safety across the life cycle of an event (Obata et al., 2019).

Much of the recent literature regarding CSR and sport in US-based professional sport has focused on meso-level outcomes such as organizational sustainability and reputation management). Since several stakeholders (i.e., fans, local government, and society at large) are usually involved in some way with sporting mega-events, Mamo et al. (2021) examined how sport fan perceptions of professional sport organization CSR initiatives enhanced social outcomes. Social outcomes in this instance were defined as the overall well-being of individuals who live close to major professional sport organizations. The authors disseminated an online survey to determine what NBA CSR initiatives mostly influenced social outcomes using six pillars of CSR closely associated with sport organizations: a) philanthropy, b) community relations, c) environmental management and sustainability, d) diversity and equity, e) labor relations, and f) corporate governance (Babiak & Wolfe, 2013)(See Table 2).

First, sport governance (the accountability and transparency of these organizations to their stakeholders) showed the most significant effect on social outcomes. Second, environmental management and sustainability significantly predicted fans' perceptions of social outcomes. Third, while philanthropic initiatives were positively related to perceived social outcomes, they did not have as much significance as environmental management, sustainability, or sport governance. Lastly, CSR initiatives seemed to have no impact on perceived social outcomes regarding community relations, labor relations, and diversity and equity concerns. Therefore, continued work must be done to understand how impactful these initiatives are as driving forces for micro-level social outcomes.

Status of CSR and Sport

Over the last 70 years, scholars have called for organizations to engage in more socially responsible business practices (Acquier et al., 2011). However, Banks et al. (2016) explained how social responsibility is often too focused on the business's bottom line rather than the needs of the stakeholders they serve. For example, When Rio Di Janeiro won the Olympic bid for the 2016 games, the local government promised upgrades to facilities and shelters for the homeless population. However, after the games concluded, many of those facilities became dilapidated, while others were abandoned. More so, the country has an increased crime rate and an increased homeless population. The result of these Olympic Games called into question the necessity of the Olympics, particularly concerning the IOC's mission to improve communities (Ribeiro et al., 2021).

Still, while sport has been primarily outfitted as a hub for entertainment, these organizations have also been charged with being more socially responsible. For example, MLB Commissioner, Rob Manfred, seeks to utilize the game to promote diversity and inclusion (Hagan, 2015). For example, in 2014, MLB named Billy Bean as its first Ambassador for Inclusion. Bean, the only openly gay MLB player current

or former, works to create a fair and equitable workplace throughout the sport (Ennis, 2019). In addition, the International Olympics Committee (IOC), the governing body of the Olympic Games, prides itself on engaging in environmental safety and sustainability (Geeraert & Gauthier, 2016). For example, the 2022 Olympic Games in Beijing became the first games that were fully powered by green energy (Chaolan, 2021). As former South African President Nelson Mandela suggested, "Sport has the power to change the world" (Edwards, 2013, para. 1).

Given this, it is imperative to understand the magnitude of sport CSR initiatives relative to the connections of local governance, community development, and its importance in providing agency to citizens in which these initiatives are purposed (Trendaviova et al., 2017). Further, Walzel, Robertson, & Anagnostopoulos (2018) described the current phase of sport organizations in regards to their CSR efforts: "...seem to no longer be about whether or not to engage in CSR, but rather on how to strategically and operationally plan, implement, monitor, and control CSR, as well as demonstrate its impact on the organization and society" (p. 519). As mentioned, CSR has gone through several iterations since its inception. Additionally, scholars have used various theoretical frameworks outside of sport to examine its effects on societal outcomes. However, no true theoretical framework exclusively explores the intersection of CSR and sport. While there have been models and measurements established to test levels of CSR, no true theoretical framework exists to guide such assessments properly. The preponderance of scholarship at the intersection of CSR and sport in the global context deserves further exploration under established theoretical constructs.

CSR as an Anti-Racism Model in Sport

One of the more glaring issues in today's global society is the pervasiveness of racism; in working to combat this social ill, scholars and activists operated under the guise of what is now known as anti-racism. While the fight against racism began centuries ago, anti-racism became popular during the latter parts of the Civil Rights movement (Aptheker, 1975). For this chapter, anti-racism can be defined as the process of illuminating and opposing all forms of racism by changing policies and behaviors that consistently perpetuate racism (Cherry, 2021).

The concept of anti-racism has permeated the global conversation on eradicating racism. Anti-racism has now become the focus of organizations seeking to eradicate various racial disparities (e.g., diversity inequality, pay inequity, community development issues, gentrification; Ladhani et al., 2020). In addition, social movements such as Black Lives Matter (BLM) have pushed organizations to consider adding an anti-racist agenda to their bottom line. Considering the push for sport organizations to be more socially responsible, it would make sense to consider an intersection of anti-racism and sport.

There have been several high-profile racially inspired incidents within sport. For example, former radio host, Don Imus, sparked national controversy in 2007 when he described members of the Rutgers University basketball as nappy-headed hos (Wright, 2019). In addition, former LA Clippers owner, Donald Sterling, was recorded berating his girlfriend for taking photos with African American men and bringing them to Clippers games (Yglesias, 2015). More recently, former Miami Dolphins head coach and current Pittsburgh Steelers assistant coach, Brian Flores, sued the NFL for discriminatory hiring practices stemming from the Rooney Rule's criticisms (Lev, 2022).

Given these examples, the necessity for anti-racism in sport model would be crucial for advancing sport as an agent for social good. As anti-racism's overall notion is to develop policies to eradicate racism, sport organizations must continue to develop policies that positively affect their stakeholders. Typically, stakeholders are considered the employees, local communities, local governments, stakeholders, and others who are affected by the decisions, ethical or otherwise, of organizational managers (Jimenez et al., 2021). Collectively, these stakeholders shape how sport organizations can help society in a global context.

As mentioned in the introduction, the UNOSDP was started in 2001 to harness sport's power to engage in social change. In 2017, the UNOSDP was officially closed, but its mission and vision were absorbed into the UN's larger goals for building a more sustainable future for all. Entitled the Sustainable Development Goals (SDG), the UN tapped Wilfried Lemke to oversee sport's role within the overall focus of the UN's strategic plan. Throughout his work, Lemke identified six of the overall seventeen SDGs as a way to harness sport's ability to create positive social change. However, although he specified six of the seventeen goals, Lemke (2016) expressed the following caution:

Sport, however, still faces many challenges to the fulfillment of its true potential. Too often, we have seen examples of intolerance, racism, hatred, and violence during sporting events. Sports organizations, managers, players, and fans must do all they can to combat these ills and fully harness the positive power of sport. (para. 19)

In recent years, CSR has remained one of the most examined aspects of sport and society. However, another burgeoning field may cause some confusion in its focus of inquiry. Sport-for development (SfD) research has found an avenue of examination among sport scholars within the last two decades. SfD has been defined as "the use of sport to exert a positive influence on public health, the socialization of children, youths, and adults, the social inclusion of the disadvantaged, the economic development of regions and states, and on fostering inter-cultural exchange and conflict resolution" (Lyras & Welty Peachey, 2011, p. 311).

Research in SFD has become so popular that scholars created the *Journal of Sport for Development* (Richards et al., 2013) to examine this burgeoning phenomenon. However, CSR, particularly in the context of sport, shares a similar mission. While SfD focuses more exclusively on public policy and social reform globally, many argue that much of the extant literature on CSR and sport share similar qualities. Therefore, future directions should examine whether CSR and SfD should continue to be differentiated or merged into one holistic category for examining the relationship between sport and society.

Moreover, over the last decade, social movements such as BLM and mental health awareness have permeated the sport media landscape. These social movements have pushed the government, organizations, and other entities to take seriously the needs of individuals negatively affected by these social determinants. Taken together, athletes have been so influential under these determinants that they have galvanized major brands to engage in activism. Unfortunately, criticisms towards the aspect of brands engaging in activism have been rampant as these organizations have been criticized for associating themselves with athlete activism just to market their products. But, what makes brand activism significant is that the act of solidarity sheds light on social causes that may not have reached a mainstream audience. Future work should explore whether and to what extent perceptions of CSR-washing are rampant within the context of sport.

Sport organizations have made strides in recognizing they can no longer take a hands-off approach to recognize and eradicate social injustices. As racism and other social injustices continue to permeate the media landscape, sport organizations must consider the ramifications of reactionary CSR practices versus tangible strategies embedded in their bottom-line agenda. What has certainly helped the latest instances of CSR within sport organizations is the return of power to the individual athlete. Now more than ever, several high-profile athletes have partnered with sport organizations and other none-sport related organizations (i.e., civil rights agencies, nonprofit organizations) to push forward their agenda for a more just society. While there is still a long way to go for racial reconciliation, in the spirit of the late President Mandela, the co-authors of this book and I argue that sport will remain a viable avenue for evaluating and implementing CSR initiatives.

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