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History

All 14 Southeastern Conference (SEC) schools have NCAA Division-I Women's Soccer programs. Only 3 of those 14 have student organizations associated specifically with their programs (South Carolina - Cockey's Corner, Texas A&M - Maroon Militia, Tennessee - Regal Rowdies). Of the 18 NCAA Division-1 sports offered at the University of Tennessee-Knoxville (UTK), only 4 sports (Football, Men's Basketball, Women's Soccer, Women's Volleyball) have student sections associated with their programs. The Regal Rowdies is the only UTK student section that is completely student-led and registered as an official student organization of the university under the CSE.

Matthew Proffitt, Ethan Perry, and Krishen Gosine shared a vision in August 2014 as they prepared for Tennessee Soccer's first home match vs. #23-ranked Brigham Young University (BYU) on Friday, August 29th. The vision was bringing together the student population at UTK into one group at soccer matches to cheer on the Tennessee Soccer team. To achieve this vision they envisioned drumming on their new drum name Big Bertha, cheering for goals with confetti cannons, singing "Rocky Top", chanting the various V-O-L-S sequences, and heckling of the opposing team for the entirety of the 90-minute match. 500+ students checked into the rewards program offered by Tennessee Marketing and a majority of the students stayed until the very end of the match. However, the Vols lost 1-0 off a goal in the 17th minute from a Cougar striker. Attendance would only be that large once more during the 2014 season, another 1-0 loss to Alabama in double overtime on Friday, September 29th. The Regal Rowdies' founders Proffitt, Perry, and Krishen learned a valuable lesson from those two matches that year: If the Vols win big matches on Friday nights, more students will come support even with less

advertising or incentives. That time and energy could be spent in other directions, like funding or planning activities outside of home matches.

On September 21st, 2014, the Regal Rowdies traveled to Johnson City, Tennessee to watch Tennessee Soccer take on the East Tennessee University (ETSU) Lady Buccaneers. This was the first of many Regal Rowdy Road Trips. Tennessee posted a 3-0 victory against an ETSU squad that had the #1 scoring offense in NCAA Division-I. At the end of the match, the Tennessee Soccer team saluted the Regal Rowdies for their dedication by singing “Rocky Top” with the 18-20 Rowdies that spent their Sunday evening in Johnson City.

Leading up to the 2nd full-year of the Regal Rowdies participation in Tennessee Soccer activities, membership numbers continued to grow (200+ in September 2015) and the organization constitution was updated to establish the Regal Rowdies Leadership Council, the officers’ cabinet for the organization. Since Tennessee Soccer began the season by winning or tying their first 8 matches, time and resources normally devoted to increasing attendance were rerouted to funding and connecting with other organizations on campus. One connection, a relationship with head coach Brian Pensky, developed into receiving free pizza each home match. Another connection with Tennessee Marketing scored 20 bucket drums for the Regal Rowdy Drum Line, ultimately increasing student and fan participation.

On September 27th, 2015, the Regal Rowdies traveled to Nashville to watch Tennessee draw Vanderbilt in a 1-1 double overtime thriller. To note, Big Bertha was not banned from the stadium because of a new NCAA by-law allowing the use of artificial noisemakers at women’s soccer matches. For most of the 110 minutes played, the small group of 20 Rowdies outmatched the cheers of the Vanderbilt crowd with chanting and drumming.

The largest match of the season was an SEC rival game with #12 Florida on October 9th, 2015. Tennessee Marketing promoted the match as the “My All” match, an attempt to break the attendance record for women’s soccer at Regal Soccer Stadium. With 30 minutes before the first kick, a large weather system moved over Knoxville and pushed the match start to 11:30PM. Joy Fryman, another founding member of the Regal Rowdies, pointed out a key difference that had never happened in two years of rain delays. Around sixty students rode out the storm for three and half hours to watch Tennessee play the Gators, something that never would have happened before the establishment of the Regal Rowdies. The reason that was keeping the students there during the rain delay was they wanted to see Tennessee beat Florida as bad as the team wanted to beat Florida. Students started to build a passion for Tennessee Soccer, because Tennessee Soccer had mutually built a passion for the Regal Rowdies.

As the 2016 season approached, the Regal Rowdies Leadership Council planned the two largest Regal Rowdy Road Trips in organization history. First, a three-day trip to Washington D.C to watch Tennessee Soccer take on American University on Sunday, September 4th, 2016. Proffitt, Perry, and Gosine took eighteen other Rowdies to our nation’s capital, some for the first time. Highlights included touring the National Mall, visiting the 9/11 Pentagon Memorial, and cramming twenty-two people in three hotel rooms. The Vols were victorious by a score of 3-0 and the celebration ensued onto the field after the match ended. Next, the Rowdies went back on the road to Lexington, Kentucky for a Friday night match between the Vols and the Wildcats. Due to the newly formed relationship with the Dean of Students Office, the Rowdies were able to take forty students to Lexington on a charter bus. By far, this Regal Rowdy Road Trip

exceeded expectations for any previous trip. The tradition was there, the camaraderie was there, and the Tennessee Spirit was there.

Proffitt, Perry, and Gosine transitioned leadership positions of the Regal Rowdies Leadership Council over to elected officers on Thursday, April 6th, 2017. Taylor Crabtree, the newly elected Student Section Leader, and his new leadership council took the Regal Rowdies Oath on Sunday, April 9th, 2017 before the Tennessee Soccer spring match. The Regal Rowdies held a celebratory tailgate on this date before the match, with over sixty old and new members in attendance. Tennessee Soccer won against Cincinnati 1-0, and the new leaders of the Regal Rowdies led the players, coaches, and fans in the Alma Mater at the conclusion of the evening. Over the course of the spring semester, old officers such as John Potter and Joy Fryman met with their replacements to help understand the underlying duties of being an officer in the Regal Rowdies.

Theoretical Framework

The basis of this writing revolves around the works of Bolman, Deal, Kouzes, Posner, and Rath. *Reframing Organizations* by Bolman & Deal discusses four lenses, or frames, of successful transition in organizations. For this discourse, *Reframing Organizations* is focused on the differing ways to understand and examine organizations. The four frames discussed are structural, human resource, political, and symbolic apply to student organization and can be helpful in planning transitions of leadership or other change in those organizations. Next, *The Leadership Challenge* by Kouzes & Posner explains 5 exemplary leadership qualities. Leaders who challenge the process, inspire a shared vision, enable others to act, model the way, and encourage the heart are exemplary leaders according to Kouzes & Posner. Lastly, *Strengths Based Leadership* by Rath looks at three steps to becoming effective leaders. Investing in strengths, maximizing the team, understanding why people follow are the key points of Rath's research.

Purpose

The Regal Rowdies were established three and half years ago. Michigan Ultras, who the Regal Rowdies were based, operated for seven years but have somewhat "folded". To avoiding folding or potential take over by the marketing department of Tennessee Athletics, an organizational manual for the Regal Rowdies will be developed to smooth the transition of newly-elected officers and provide existing framework to traditional activities of the Regal Rowdies. This scholarly paper will frame the development of that manual as a historical analysis of this

organization's history within a leadership development theoretical framework with the goal of preparing future leaders of this organization for success.

Questions

Two questions were raised concerning the how to best prepare students for the transition of the leadership in the Regal Rowdies:

1. What does Bolman and Deal's Four Lenses of Successful Transition say about success transition in student organizations with University of Tennessee-Knoxville (UTK) students in mind?
2. How does the experience of the Regal Rowdies' leaders reflect Kouzes and Posner's 5 Practices of Exemplary Leadership?

Bolman and Deal (2003) says successful transition in student organizations occurs when strategizing focuses on structural change, human resource, political change, and symbolic change. For the Regal Rowdies specifically, updating the organization constitution (structural change), this is developing workshops for new student leaders (human resource), providing resources and examples to resolve conflict (political change), and ensuring the "passing down of the torch" to new members (symbolic change). Additionally, the Regal Rowdies' experiences reflect Kouzes and Posner's 5 Practices of Exemplary Leadership. Regal Rowdies' leaders challenged the process by becoming the only student section at the University of Tennessee-Knoxville to be student-led and an official student organization recognized by the Center for Student Engagement (CSE). Regal Rowdies' leaders also modeled the way and laid foundation for a fun, exciting atmosphere at Tennessee Soccer matches in Regal Soccer Stadium by continuing Tennessee Traditions, being boisterous in chanting and cheering, and increasing

the overall fan experience. Regal Rowdies' leaders shared the vision provided opportunities for students, alumni, and fans to get involved at Tennessee Soccer games by participating in chants and drumming on the Regal Rowdy Drumline. Additionally, the Regal Rowdies enabled others to act by creating outreach efforts on campus and in Knoxville to spread knowledge of the organization through community service. Moreover, Regal Rowdies' leaders developed the responsibilities and duties as fans of Tennessee Soccer to encourage the heart, but also how to act as representatives of the university. Furthermore, traditions specific to the Regal Rowdies were formed to continue the legacy of the organization's founders, such as the Regal Rowdy Road Trip.

Literature Review

Reframing Organizations by Bolman & Deal

Bolman and Deal (2003) state there are 4 lenses of successful transition in organizations: structural, human resource, political, symbolic. Structural transition is based around the properties of organizations and dilemmas of change. The human resource frame recognizes the needs and personalities of organization members but also how to invest in those members for the future. Political transition observes how to organize as coalitions and lead using political skills. The frame for symbolic transition identifies organization traditions and details their establishment in the culture of an organization. Together these four frames can bind leadership transitions in student organizations to principles set in rationality, practicality, objectivity, and tradition.

Structural Frame

Before leadership transition can occur, an organization must have a strong sense of their identity according to the properties of organizations. Bolman and Deal hypothesize that organizations are complex, surprising, and deceptive (p. 25-26). People in positions of leadership must know how their particular organization fits into these three traits so that the leaders can benefit and not suffer. Complex and surprising organizations are successful when the members are communicating efficiently by using the designated form of contact. Also, acting in harmony with the plan reduces the chance of organizational failures. When members start to defer from the plan, organizations become deceptive because predictive outcomes shift to unpredictable outcomes. This is unfavorable because other thriving organizations do not want to collaborate with organizations that produce varied results.

The best method to overcoming these natural traits is implementing lateral and vertical coordination (pg. 52-56). Vertical coordination starts from constituting leadership positions and their duties as well as establishing regulations. For the sake of student organizations, vertical coordination produces an organizational constitution with the responsibilities of officers and duties of functions of general membership. On the other hand, lateral coordination works outside on an organization's leadership positions to coordinate meetings, build relationships with other organizations, and develop a network of outsourcing. Vertical and lateral planning should originate from the departing leaders and the rising leaders of an organization, collectively. Departing leaders know how to cement tradition, implement the transition, and keep others involved in the process. Rising leaders know how to pick up traditions, carry out the transition,

and bring plans for change to an organization to raise its levels of success and production, effectively also called lateral coordination.

As for the Regal Rowdies specifically, a majority the structural frame dwells in the realm of the student organization constitution required by the CSE. The current Regal Rowdies Constitution (RRC) organizes the vertical coordination by outlining the responsibilities of each officer position and the duties of general members. For example, the Senior Metronomic Advisor is the leader of the drumming section and their goals during a soccer match are continuing a beat the entirety of a match and recruiting new drummers before matches and at halftime of matches. The RRC will be included in the Regal Rowdies Organization Manual (RROM) with space for amendments and additional regulations required by the CSE. Lateral coordination, on the other hand, will have its basis in the RROM. The manual's appendix will assist in "troubleshooting" a problem for officers who do not know how to start a process. One important aspect of the appendix will be titled "Resources", a comprehensive section with a list of current relationships across campus, their contacts, and what resources are provided by those relationships.

Human Resources Frame

Successful transition occurs in rhythm with proper training and communication to upcoming leaders. According to the human resource principle, effective leaders build a human resource program in their organization that recruits the right people, invests in those people, and empowers those people with important responsibilities (p. 136). Finding the right people means selecting members with good strengths, especially communicative skills, and the willingness to lead other people. Investing, in other words, means providing resources in a condensed, detailed

fashion that allows new members to understand how an organization works before being thrust into positions making executive decisions. Meetings and workshops are held to devise a system to transition from one group to another and build feedback to minimize the learning curve between groups.

Furthermore, empowering members entails taking the resources at hand and teaching the members to use the resources. Funding for student organizations, for example, requires a good knowledge of budgeting and how to maximize the value of a dollar. Underutilizing resources creates the same problems as having limited resources, so instruction plays a key component in membership empowerment. Most importantly, an implementation of teamwork establishes the need to work together. Transforming members into teammates allows a greater opportunity for camaraderie, friendship, and accountability. Working together is the primary foundation to a successful transition (p.136).

To invest and mold capable leaders, the Regal Rowdies have already developed an application process that highlights the interests, experiences, and strengths of applicants so that current members can pick the most appropriate people for the correct positions. This process will be highlighted in the RROM to establish the standard for selecting applicants. In the future, the process will likely change because values change with groups of young adults. Nevertheless, the RRC allows for amendments to the officer election process and additional space will be provided in the RROM to highlight any necessary details to the election process.

Political Frame

The political frame in student organizations views organizations as coalitions, groups of people with common interests and motives supplementary to the goals of the organization (pg. 189, 192). How do organizations divide their limited resources between functional ambition and personal ambition? The answer is attributing power to more than just authority. A political organization grants power to opinions, information, planning, tradition making, and most importantly—money. Student organizations must tread lightly because politics can cause divide among groups within an system and control relationships with other groups or donors. Predetermining the mutuality, generality, and openness of an organization helps limit ethical risks in the political frame (p. 218). The mutuality ensures that all parties are acting according to the rules, the generality ensures actions are within those rules, and openness ensures that leaders are willing to display their actions to the entire organization and public. All three factors assist in producing a political frame that compliments the other three frames instead of overpowering them.

Another factor of the political frame constitutes the relationships between organizations, which was briefly mentioned previously. Leaders must stick together and diligently fight off outside contenders who want to control the group. Compromise is a valuable tool in these decisions and benefitting from compromise can put an organization in a better position than where it started. For example, money can influence leaders to take actions varying from the normal protocol. While “bribery” is on a much smaller scale than say that of Washington D.C. politics, the consequences can be enormous in leadership transition. To prevent corruption, the new leaders must be trained to communicate with outside parties and make the best decisions for the community as a whole (p. 198). In the past, the Regal Rowdies have avoided political

affiliation of any kind because the group stands for welcoming students of all backgrounds and political views, not just one. Student Government Association elections have challenged this stance in recent years, with some members trying to gain access to social media for the intent of supporting one cause or another without the consent of the Regal Rowdies. The RRC currently reflects this stance, but as other regulations, has the opportunity to be amended by future leaders of the organization. In the RROM, the political frame will be reflected in the “Funding” section because money tends to control various functions on an organization. For example, the section will include guidelines on how to handle donors to the Regal Rowdies - the largest portion of funding in recent history. Donors requests must be met, but leaders of the organization cannot let that get in the way of the purposes of the Regal Rowdies.

Symbolic Frame

Symbolism entails creating an identity of how an organization wants to be portrayed, not only to outsiders but also to its members. In a sense, this is done by illustrating the history of an organization in a method that promotes a hopeful vision and celebrates the journey, not the destination (p. 256-258). Means of illustrating the history are creating stories to tell organization members about the purposes behind traditions, picking symbols to represent important values, or founding traditions that celebrate history. Overall, the symbolic frame puts emphasis on the “tribal aspect” of organizations (p. 269). Successful organizations use this frame to keep organizational work fun and exciting. Remembering the past can bring ideas to the future and ground new members in a rich tradition of excellence. In leadership transition, symbolic expectations will set the standard for new leaders to operate the organization. While the other

transition aspects focus on rationality and objectivity, this transition focuses on the excitement of the future and the importance of the past. Successful transitions will perform rituals and ceremonies highlighting past leaders and stories (p. 264).

The RROM will include the history of the organization and the celebrate symbols like Big Bertha, Regal Rowdies Road Trips, and our homemade cheers. Certain ideas, like Regal Rowdies Road Trips, have their own section because the process for making the trips happen will need to be outlined. While the sincerity of the organization has its moments, most of the Regal Rowdies traditions are meaningless gimmicks and jokes, so those parts of the cultured are instead passed down by word of mouth. These ideas are important to the Regal Rowdies because these moments define the history of the organization. For example, there is a long running gag about taking pictures with the opposing team's charter bus. The new leaders know about this because they have seen the older members do it for a couple years, and started doing it on their own without knowing the meaning behind the action.

The Leadership Challenge by Kouzes & Posner

Kouzes and Posner (1997) asked successful leaders “what did you *do* when you were at your most successful”. Their responses suggested that exemplary leaders challenge the process, inspire a shared vision, enable others to act, model the way, and encourage the heart. The leadership challenge is a journey of self appreciation, self awareness, and self empowerment. Likewise, the journey is not the same for everyone. Leaders who stray away from these qualities will lack in each category and struggle to find an identity in their strengths and weaknesses.

Challenge the Process

As Robert Frost said in his poem “The Road Not Taken”,

Two roads diverged in a wood, and I

—I took the one less traveled by,

And that has made all the difference.

Exemplary leaders pave their own way to success by taking risks (p. 62). Risks can be experimenting with new ideas or being the first to put emphasis on a previously important topic. Sometimes, a new path fails in this process. However, failure is another opportunity to critique a process or simply find out what does not work. Innovation, in other words, is the constant evaluation of an organization’s activities, methods, and motives. Student organizations with this type of leadership will develop experimental officer positions and new ways to fundraise. Additionally, knowing success is right around the corner can be built by learning from failure. Like the famous saying goes, “If you want to succeed, you must try and try again.”

Past Regal Rowdies leaders have challenged the process by opposing the norm of student sections at Tennessee being controlled by the athletic department. A student-led organization gives you more flexibility and options when it comes to organizational aspects like electing officers and planning trips. For example, no athletic department-controlled student section can offer a trip for no cost like the Regal Rowdies have done for several years. New leaders will be able to use the RROM to understand the story behind the “student-led” characteristic and weigh the benefits and disadvantages.

Inspire a Shared Vision

Exemplary individuals tend to use creativity to provoke participation from the masses. These leaders “rally the troops” to find a common dream of the future (p. 91). By using traits such as charisma and strong appeal, inspired leaders paint the picture of “what could be” to their followers. Once the picture is set, the leaders can start to mold the image to fit their liking and the standards of the group. Excitement is an important aspect of this leadership quality because persuasion is excitement with purpose. Persuasion, in this case, is depicting the spoils of achieving goals, spurned from hard work and dedication. Student organizations with these types of leaders can influence large bodies of people to complete major projects and ideas. Then, the projects are set into motion and judged based on their practicality and results. For example, telling individuals new to a group people that “we are here, but we can be here” may produce better results than saying “we are here, and we want to stay here”.

In the past, the Regal Rowdies have inspired a shared vision by first understanding what the Tennessee Soccer players and coaches expect, then applying those expectations to goals for the season. Each season requires Regal Rowdies leaders to set goals for the organization and plan the step to meet the goals. The RROM will establish a process for setting and meeting goals for a soccer season. In past years, goals have included things such as attending away matches, breaking attendance records, increasing overall attendance, raising funds, etc. The key for future leaders in the Regal Rowdies is not being afraid to dream big.

Enable Others to Act

Exemplary leaders also ignite teamwork and spirit in an organization’s projects (p. 151-152, 155). Whether it is fundraising for a new initiative or recruiting new members to the

cause, enabling leadership provides all the tools necessary to complete projects efficiently: reliable information, assigned responsibilities to prevent burden, offering alternative ways of completing tasks, etc. If done correctly, all involved members will feel proud that they were a key component in the fulfilment of a goal. Members will also come back for more, taking on bigger responsibilities and inviting their friends to join. Sometimes, the easiest way to ignite teamwork is declare a challenge that seems unreachable because spirited people want to do and go where no one has gone before them. Much like inspired leadership, student organizations with enabling leaders can put planned projects into motion effortlessly.

A large part of igniting teamwork for the Regal Rowdies has been fueled by the appreciation from Tennessee Soccer. The coaches, players, and staff repeatedly reach out and thank their fans for the support through victory and defeat. These relationships are important because they are the essence of the original foundation of the Regal Rowdies. Usually, the Regal Rowdies members will organize some “get togethers” with the soccer players to build these relationships and create some positive dialogue between the two groups. Future leaders need to continue these relationships to inspire newly recruited members to stay engaged in the Regal Rowdies and embody the Volunteer Spirit.

Model the Way

Leaders model a tradition of excellence, standards of interactions, and inclusivity between organization members (p 209-211). Modeling tradition means embracing the culture. Additionally, modeling leadership sets up for situations in which members have seen leaders act, so that now they know how to act in those situations. For example, attendance of organization

meetings and proper etiquette at those meetings can be modeled by leaders. Proper etiquette consists of usually verbal and physical actions, so familiarity is key. Finally, the exemplary leaders model inclusivity because every person deserves a chance to be part of something special. Broadcasting inclusivity shows the inside and outside that an organization is welcoming, passionate, and good hearted.

The RROM will, as mentioned, list several of the traditions of the Regal Rowdies. Additionally, the RRC outlines the etiquette and expectations of members at home matches and while traveling. Traveling as representatives of Tennessee Soccer and the university comes with great responsibility. When traveling to other stadiums, the Regal Rowdies leaders usually call ahead to the converse with facility managers about the best places to establish the student section, what equipment is allowed, and any other general information necessary for a trip. These tips and process will be included in the RROM section titled “ Regal Rowdies Road Trips”.

Encourage the Heart

Organizations encouraging leaders recognize the accomplishments of individuals and team accomplishments (p. 271). Four essentials make up the ability to recognize accomplishment: positivity, variety, connectiveness, self-confidence. Positive recognition shows appreciation to even the smallest of victories. Secondly, variety in recognition entails numerous responses, or rewards, for completing tasks. This could be a promotion, an announcement for the recognition among colleagues, or other forms of informal rewards. Thirdly, connectiveness details the relationship between performance and rewards. Obviously, greater performance equals greater rewards in this scenario. Lastly, self-confidence is rewarded in the form of

constructive feedback. Even when tasks are completed, usually feedback can be given so that the next task can be done more efficiently than the last. Overall, an even amount of celebration and constructive criticism establishes the importance of meeting weekly, quarterly, and annually goals predetermined at the beginning of the year. Along with celebrating achievements, camaraderie engages organization members to stay involved.

Most of these steps are very interconnected as far as traditions, expectations, and established processes. Encouraging the heart is very similar to inspiring the vision and enabling others to act, the new Regal Rowdies must have a good sense of what it means to be a Regal Rowdy. Besides the obvious guidelines in the ROOM, new leaders are trained to take on adversity and learn to praise others for their accomplishments. Sometimes one small “thank you” can bring a student out of their comfort zone and encourage them to be more involved.

Strengths Based Leadership by Rath

Building on Personal Strengths

Rath (2008) explains effective leaders build upon the strengths of their constituents and their own personal strengths, maximize the team with the right individuals, and realize those individuals’ needs (p. 2-3). By focusing on personal strengths, organization members are more engaged because a sense of inclusion and precedence coming from the top of command. Weaknesses, on the other hand, are not forgotten but instead deemphasized to promote a positive environment in an organization. A combination of emphasis on strengths and lack of emphasis on weaknesses promotes a healthy environment for individual growth. On another note, Rath notes that since different leaders have different strengths, that only one strength is shared by all

leaders. This strength is the ability to know when to use your strengths (p. 13). For example, an individual would not want to exemplify risk-taking when talking to potential donors, instead the individual would call upon their strengths in communication and persuasion.

Maximizing the Team

Secondly, effective leaders assemble contingencies that maximize each other's potentials and bring the best out of the leaders. Organizations, unlike individuals, do have a set of uniform strengths associated with success. Strong teams focus on results instead of conflict, prioritize with the intent of moving forward, and commit to having a work life and a personal life. These three strengths build an organization full of capable leaders willing to take on challenges (p. 73-74). Teams that focus on conflict are divided about the what to focus on, while strong teams focus on the quantitative, qualitative, and scientific data available to them. To prioritize, organizations must choose what is essential to function, and what is supplemental to function. Then, the essential functions are used to take action towards the future. Also, strong organizations take on diversity as a challenge instead of a barrier and attract talented individuals.

Also, strong organizations take on diversity as a challenge instead of a barrier and attract talented individuals (p. 75). Diversity not only brings different sets of strengths to a group, but also different experiences and backgrounds that can help make decisions. For example, student organizations use diversity to communicate that their respective system promotes and welcomes all people of any age, race, shape, religion, etc. Furthermore, strong teams attract talented individuals with a diversified arsenal of skills. Time and effort are the foundation of building a

team that attracts these times of individuals. Once the first rounds of people start getting involved, the process acts as a snowball effect.

Understanding Individuals' Needs

Thirdly, effective leaders identify requisites of organization members and provide for them. In this way, the followers can offer feedback to leaders on how to increase productivity, improve team morale, and constitute effective change in organizations. Leaders focus on the four needs of followers: trust, compassion, stability, hope (p. 82). Trust enables the building of a bond that initially leads to honesty, integrity, and respect between leaders and followers. Trust also improves productivity in the work environment. Compassion, simultaneously, take the bond from trust evolves it into a relationship. Now, the followers are more willing to work harder and longer to meet goals because of the happiness that exists in the process. Stability extends the relationship from trust and compassion into a consistent period of strength between individuals. This need of followers is met by providing security and peace. For example, a student organization can promise that an individual will always get what they earn, providing the corresponding work is completed. Concludingly, hope drives an organization into the future. Hope magnifies trust, compassion, and stability because those needs are driven by the common passion that there is a better opportunity ahead.

Application of Rath

The training process associated with Regal Rowdies Recruiting Week allowed newly elected leaders to reflect on their strengths. A worksheet was administered to each person that asked about personal strengths, then the individual had a chance to elaborate on what they wrote. Then, the individuals were asked record and discuss how their strengths could be utilized in the Regal Rowdies. For example, one student was great at photography but none of the officer positions have that skill as a duty. That individual suggested to add it as a recommendation to the Secretary position. The next part of the training process will have each new leader meet with past leaders to help lower the learning curve for next season. These meetings will consist of two new leaders and two old leaders, each coming prepared to share their testimonies about the Regal Rowdies. The RROM will be distributed to the newly elected leaders at the end of the semester to culminate the training process with a concrete resource to use in the future.

Appendix

Table 1

Bolman & Deal Lense	Regal Rowdies Adaptation
Structural	Establishing a constitution, electing officers with responsibilities, forming relationships with parties across campus, determining the goals of the organization
Human Resource	Recruiting individuals with leadership qualities, rewarding individuals who excel,

	recognizing individuals who embody the Volunteer Spirit
Political	Welcome students of all backgrounds, embrace diversity, avoid diversion from goals, develop plans to battle outside adversity
Symbolic	Building upon Tennessee Traditions, creating new traditions, setting aside events to reflect on the journey of the Regal Rowdies

Table 2

5 Practices of Exemplary Leadership	Regal Rowdies Founders' Actions	Regal Rowdies Future Goals
Challenge the Process	Become a student organization under jurisdiction of the CSE	Re-register the organization Stay student-led Dream big
Inspire a Shared Vision	Meet with Tennessee Soccer coaches, players, and staff	Meet with Tennessee Soccer Establish goals Build process for goals
Model the Way	Lead members in cheering, attitude, and involvement	Learn Tennessee Traditions Learn RR Traditions
Enable Others to Act	Embody the Volunteer Spirit	Train officers to lead
Encourage the Heart	Build relationships with Tennessee Soccer coaches, players, and staff	Hold socials with players Share the vision with RR

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Introduction: Why Tennessee, Why Women's Soccer, Why Regal Rowdies

I discovered the three most important skills I needed for college on Wednesday, August 21st, 2013 in the Howard Baker Center in Room 118 at 8:05AM. My professor, Dr. Bruce Wheeler, told our class, "You need three skills to be successful as a professional, the first is speaking coherently to others. Secondly, you need to be able to express your ideas through writing. Lastly, and most importantly, you need to be able to work as a team." After establishing the Regal Rowdies, these were the three main principles I worked through to recruit new members, increase soccer interest around campus, and vocally lead other students in chants and cheers at Tennessee Soccer matches. If you are reading this, you must take on these same three principles as a leader of the Regal Rowdies.

I always wanted to attend the University of Tennessee-Knoxville (UT) since I was in elementary school, around the same time I started to enjoy watching football and attending games in Neyland Stadium with my dad. Additionally, my father graduated from UT in 1987 with bachelor's in accounting, his brother in 1993 with bachelor's in agricultural economics, and my mother's father in 1964 with bachelor's in agronomy and animal husbandry. I enrolled early in November 2012 and received my acceptance in December before I applied to any other schools. I knew UT was the "right place" because my family had bled orange for 50+ years and I didn't want anything different.

As a freshman, I was limited to my extracurricular activities because of a broken 5th metatarsal in my right foot. I was on a pair of aluminum crutches for my first 4 months as a college student. The one activity I could do, however, was attend Tennessee Volleyball matches at Thompson-Boling Arena. It was easy for me because I could drive my 2006 GTI Volkswagen almost to the front entrance, hobble to the elevator, and sit courtside to watch the matches. Additionally, my friends enjoyed attending athletic events because of the Student Rewards T-Credit program that offered prizes in exchange for attendance to athletic events. Once I was off crutches at the end of November, I got more involved with the student section for Tennessee Volleyball, Rob's Mob. The student section is named after the program's head coach, Rob Patrick. Furthermore, I met one of the cofounders of Regal Rowdies and my eventual roommate Ethan Perry as part of Rob's Mob. Ethan and I also attended a few Tennessee Soccer matches together and made a couple observations on attendance:

- 1) Student attendance was very low compared to other sporting events.
- 2) No one was cheering or making noise like a soccer match you would see on television.

Ultimately, these would be two of the driving forces for establishing the Regal Rowdies.

During the Spring semester in 2014, another sophomore co-founder Krishen Gosine and I enrolled in the same Calculus I class with former Volunteer striker Amy Neal. A joke among us and others was attending Neal's soccer matches next season as her "personal cheer section". Several months later, I got a text message from Neal about the possibility of joining other interested students in starting a cheering section. In early August just before the beginning of the semester, Ethan and I drove up to Knoxville to meet with assistant coaches Dean Ward, Joe Kirt, Joe Mallia, and head coach Brian Pensky. The meeting took place at Regal Soccer Stadium between the practice and playing fields under a small canopy shielding everyone for the hot afternoon sun. For around two hours, the conversation developed from increasing student attendance to the actual activities of the students attending. A temporary name, Lady Vols Student Fan Group (Lady Vols SFG), was determined as the potential organization title. Most

importantly to note, no other of the interested students had shown up to this meeting besides Ethan and I. Therefore, the last and final question from Coach Ward was a simple one, “Do you all want to be in charge of this?” The rest is history.

-Student Section Leader Matthew Proffitt, Class of 2017

Constitution

Under jurisdiction of the Center for Student Engagement (CSE), every student organization at the University of Tennessee must have a constitution. Included below is the current constitution of the Regal Rowdies as of February 2017. To make an amendment to the constitution, a majority of the Regal Rowdy Leadership Council must agree with the proposed amendment.

A. Regal Rowdies Constitutional By-Laws

B. PURPOSE

1. The purpose of the Regal Rowdies is to promote a fun, intense atmosphere for the University of Tennessee Lady Volunteer Soccer team at Regal Stadium. The Regal Rowdies lead the home crowd in cheers, chants, and songs to keep an electric ambiance through the stands.
2. Aside from cheering on the team, the Regal Rowdies will participate in other activities such as getting together to watch a big soccer game on television, attending campus events, and cleaning the stands after games of trash and recyclables.

C. MEMBERSHIP

1. Membership is open to all students, and faculty/staff members where appropriate, regardless of race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.
2. MEMBERSHIP OATH: I, (state your name), do hereby pledge allegiance to the Regal Rowdies, to cheering on the University of Tennessee Lady Vols Soccer team with all my might, and promoting the principles of sportsmanship, patience, and perseverance. I will give my all for Tennessee. Go Vols.

D. OFFICERS

1. Officers must be full-time students, except in organizations where membership is composed of both University employees and student members.
2. A student officer must be in good academic standing at the time of appointment and during his/her term of office.
3. A student may be considered ineligible for office if the student is on disciplinary probation for violating any Student Standards of Conduct.
4. The Regal Rowdies Leadership Council will consist of this list of positions:
 1. Student Section Leader
 - a. Oversee operations of Regal Rowdies
 - b. Two or more students may operate as “Co-Leaders”
 2. Recruiting Coordinator
 - a. Assists in overseeing operations of Regal Rowdies, acts as President when President is unavailable
 3. Secretary
 - a. Takes notes at meetings, coordinates Public Relations with Social Media Coordinator
 4. Treasurer
 - a. Keeps a receipt book of all transactions within the Regal Rowdies, meets with the advisor to discuss finances
 5. Social Media Coordinator
 - a. Operates the various social media accounts, works with Secretary for other promotional ideas
 6. Senior Metronomic Advisor
 - a. Leads chants at games, collaborates with Regal Rowdies members for new chants & ideas for games, beats Big Bertha, our trademark drum
 7. Sergeant-at-arms
 - a. Maintaining order and security at soccer matches to ensure the sportsmanship of the Regal Rowdies
 8. Merchandise Coordinator
 - a. Controls apparel distribution, ordering, and works closely with Treasurer to make all items affordable for members
 9. Social Media Coordinator

- a. Produces media on Twitter, Instagram, and Snapchat to promote matches and promotions offered by the Regal Rowdies and Tennessee Marketing

E. TERM OF OFFICE

1. Officers shall hold their offices during good behavior.
2. An officer can step down from their respective position any time they choose but must pick a replacement from current members. The current member must be approved by the Regal Rowdies Leadership Council by a majority vote. If the council does not come to a consensus, they shall vote in a different member.
3. OFFICER OATH: I, (state your name), do hereby pledge allegiance to the Regal Rowdies Leadership Council, to the growth of the Regal Rowdies, and to preservation of Rowdy traditions. As I had said before, I will give my all to Tennessee today, and each and every day while I hold the position of (state position). Go Vols.

F. FREQUENCY OF MEETINGS

1. The Regal Rowdies will attend every home game of the University of Tennessee Lady Vols Soccer team.
2. Meetings of the organization shall be held at least once between home soccer games during the fall season. In the offseason, meetings will be once month, focusing on the growth and finances of the group.

G. FINANCIAL STATEMENT

1. The Regal Rowdies will not have a membership fee. An optional t-shirt fee of \$15 dollars will be offered each year and in return paying members will receive a t-shirt for that year.
2. All handling of money will be appointed to the Treasurer of the Regal Rowdy Leadership Council.
 1. A receipt book will be kept all of transactions concerning the Regal Rowdies.
 2. The optional t-shirt fee must be paid before September 1st of each year.
 3. Expenditures must be approved by the Regal Rowdy Leadership Council one week prior to any event or activity.
3. A yearly financial statement must be provided to the student organization advisor for review.

4. In the event of the dissolution of the Regal Rowdies, any remaining funds will be donated to the University of Tennessee Lady Vols Soccer team.

H. ADVISOR

1. The advisor of the Regal Rowdies shall give his or her best advice to aid the growth and prosperity of the group.
2. The advisor must be a full-time faculty or staff member at UT.
3. It is the advisor's responsibility to review the budget and financial statements with the Regal Rowdy Leadership Council.

Constitutional amendments may be added here:

[illegible]

One aspect of the Regal Rowdies that makes it open to all students is there are no membership fees. However, funds are required to buy drums, confetti, food for tailgates, travel expenses, etc. In lieu of membership fees, our organization has found a variety of ways to exercise our options as an official student organization backed by the Center for Student Engagement.

The Student Programming Allocation Committee (SPAC) grants event funding to registered student organizations under jurisdiction of the CSE. The funding comes from the Student Programs and Services Fee (SPSF) that each student chooses to “opt-in” or “opt-out” of prior to each semester. In the past, the Regal Rowdies have applied for this funding to sponsor tailgates open to the student population before Tennessee Soccer matches. For more information, this Division of Student Life statement summarizes the SPAC funding process:

Allocation Request Evaluation Criteria

When evaluating allocation requests the SPAC considers the following criteria:

1. Whether, and to what degree, the program would advance the University's educational mission by promoting student satisfaction and retention and/or by promoting the intellectual, physical, emotional, social, cultural, or leadership development of students;
2. Whether the request complied with the procedures established the Chief Student Affairs Officer for the submission of funding requests to the SPAC, including whether the request was timely submitted to the SPAC;
3. Whether the program will be held on campus, and, therefore, will be easily accessible to students (priority shall be given to programs held on campus, unless ongoing construction to University facilities funded by the SPSF substantially impairs the ability of students to hold programs on campus);
4. The clarity of the request;
5. The amount of the request;
6. The total amount of SPSF funds available for allocation by the SPAC;
7. Whether, and to what degree, the request demonstrates that the campus student programming board or registered student organization has been diligent in determining the anticipated costs of the program;
8. Whether, and to what degree, the funding proposal is fiscally responsible;
9. If applicable, how effectively and efficiently the campus student programming board or registered student organization used SPSF funds in the past;
10. If applicable, whether the campus student programming board or registered student organization complied with University policies concerning SPSF funds in the past;
11. If a registered student organization, whether, and to what degree, the program is relevant to the registered student organization's purpose, as described in the registered student organization's constitution on-file with the University;
12. Whether the proposed program is substantially similar to a program that was funded by the SPSF (or the former fee known as University Programs and Services Fee at the University of

Tennessee, Knoxville) and organized by any registered student organization within the past two (2) years;

13. Whether the proposed program duplicates, in whole or in part, separate services or programs offered by other registered student organizations, but this criterion shall not prohibit registered student organizations from collaborating and submitting a joint funding request to the SPAC; and

14. Whether the proposed program duplicates, in whole or in part, services or programs offered by an academic, administrative, or auxiliary department or division of the University.

The viewpoint of a registered student organization or of the speaker(s) included in a proposed program shall not be considered by the SPAC when making a funding decision. Student organized programming funded by the SPAC must be open to attendance by all students who authorized the allocation of a portion of their SPSF funds be allocated for student organized programming or who are exempt from payment of the SPSF by campus policy or law.

Decision Appeal Process

A campus student programming board or registered student organization may appeal the SPAC's decision to deny funding. An appeal shall be submitted in writing to the Chief Student Affairs Officer within five (5) business days of the date on which the SPAC informed the campus student programming board or registered student organization of the SPAC's decision to deny funding. There are only two grounds for appealing a decision of the SPAC: (1) the SPAC denied funding based on the viewpoint of a registered student organization or of the speaker(s) included in a proposed program; and/or (2) the SPAC failed to follow its procedures in making the funding decision. The Chief Student Affairs Officer shall issue a decision on the appeal within ten (10) business days of the receipt of the appeal. The decision of the Chief Student Affairs Officer is not appealable.



Regal Rowdies' members participating in a pre-game routine during player introductions.
Fundraising

Another option for Regal Rowdies' funding is fundraising through businesses around Knoxville. In the past, the Regal Rowdies have set up "percentage nights" with restaurants like Jason's Deli or Brenz Pizza on Cumberland Avenue. These businesses work through outside parties (GroupRaise, etc.) to set up these events where a percentage (10-15%) of the total receipts received in a certain amount of time will be donated to a student organization. Typically, having around 100 people attend a percentage night could raise \$150-200. These fundraisers pay for traveling expenses, home match expenses, and merchandise given out for free to members.

To request a percentage night at Jason's Deli or other selected locations:

1. Visit the website www.groupraise.com
2. Create an account with GroupRaise
3. Choose your location (Jason's Deli, Moe's BBQ. etc)
4. Fill out the required information of the location and confirm 20 RSVPs
5. Attend the event on the selected date

Normally, the Social Media Coordinators can advertise for percentage nights on Facebook, Twitter, Instagram, or other social media to confirm RSVPs and invite others to the event. Some other important aspects of percentage night are that not only students can donate their receipts, but anyone who comes in the location at the designated time can donate as well. This is why it is important to have a small table or set up displaying your student organization and having a designated member to make sure everyone who walks in the door knows about the fundraiser.

To set up a fundraiser that does not operate through a third-party, use this general guideline using the example of Brenz Pizza:

1. Visit the desired location's website (www.brenzpizzaco.com)
2. Find contact information tab (Click "Feedback")
3. Introduce yourself, the Regal Rowdies, and why you want to fundraise with that business
(Fill out the feedback form with all the required information for Brenz Pizza)

Never be afraid to reach out to a business that has not normally done fundraisers in the past, the business might just be waiting for the right opportunity. For example, Gus' Good Times Deli has begun doing percentage nights and they cited "no one has ever asked" as the reasoning for never doing fundraisers before 2017. Most importantly, make sure to communicate with the contact of the business efficiently so that you can build relationships with those contacts for future fundraisers.

Donors

Occasionally, certain individuals will be willing to donate funds or supplies to the Regal Rowdies. Whether this is done in exchange for advertisement or simply a donation, the donations needs to be documented and submitted to the student organization business account through the Student Organization Business Office (SOBO) in the CSE. The organization treasurer, advisor, or other certified officers may submit these donations by filling out a form in the SOBO. Donors may be businesses, other organizations, or individuals. In the past, some parents of the Tennessee Soccer players have given donations to the Regal Rowdies. Therefore, building relationships with the players and other individuals around Knoxville is very important. Always try to say hello to donors, treat them with respect, and go the "extra mile" to make them feel like part of the Regal Rowdies. Below are two key points regarding donors:

1. Treat donors as "Honorary Regal Rowdies" by including them in organization activities
2. Treat donors with respect, gratitude, and regard.



Regal Rowdies' members tailgating in Nashville, Tennessee at Vanderbilt University.

Travel

While the Regal Rowdy Constitution requires the attendance of all home matches, the Regal Rowdies have also travelled across the eastern part of the United States to watch Tennessee Soccer. This is not a requirement, but instead a great tradition that has formed over the last several years. However, planning a trip to another university takes plenty of communication, funding, and effort. This section will provide information on how to make traveling happen, as well as how to be representatives of UTK.

Regal Rowdies Road Trips

The three most important aspects to Regal Rowdies Road Trips are when, where, and how.

1. **When?** Is this trip conflicting with other major UTK events? Is this game going to be a day trip or overnight trip? These are just a few of the founding questions to a successful road trip. An overnight trip requires extra planning, including lodging and budgeting. The

best way to handle these questions is dialogue with the members of the Regal Rowdies about their needs and interests for a trip.

2. **Where?** Location of a match can positively impact the outcome of a road trip. There is always a chance that a member of the Regal Rowdies lives near an opponent's stadium, and their home could be open for lodging for example. Once again, creating a positive dialogue early on with other members assists in solving these logistics.
3. **How?** How are we getting there? How are we paying for this trip? How are we going to make the most of this trip? The third aspect establishes the essential details for taking action on plans. Do not forget simple details that make trips easier. For example, creating an itinerary relays all the important information for a trip and avoids potential attendees wasting crucial time with unnecessary questions and concerns.

SEC Tournament

The SEC Soccer Tournament is held in Orange Beach, Alabama. Orange Beach is located just east of Gulf Shores, Alabama and west of Pensacola, Florida. The Regal Rowdies hope to make a trip there as a large group in the future, a long-term goal of the founding members. This requires many aspects with missing school, travel, lodging, and as always, funding. This goal can be met by fundraising hard at the beginning of the academic year and working close with the Tennessee Soccer director of operations to “get the ball rolling” on plans. The SEC Tournament is the pinnacle of Regal Rowdies Road Trips.

Travel Etiquette

Traveling to other universities as a student organizations means representing UTK and as ambassadors for Tennessee Soccer. Some venues are not as accustomed to opposing fans while others are most welcoming. The easiest way to find these details out is visiting the athletic department websites for more information about facilities, programs, and other details necessary before entering a new venue. Some stadiums require a clear-bag policy and others do not allow artificial noisemakers, for example. Contacting event management for a venue helps understand what is allowed and what is not allowed. Sometimes, simply contacting a facility before hand will allow you to get flags, drums, or confetti approved even when the facility normally disallows those items. Here is a general guide for contacting facilities:

1. Google the name of the university and “athletic directory”
2. Find the Event Management contact for the respective soccer stadium
3. Email the contact(s) with an introductory, questions, concerns, etc.
4. Print out the emails for future reference

As far as representing the university, the Regal Rowdies should always show the utmost respect to the hosting university, no matter how big or small. Cleaning up trash in the stands is just a small example of little things the Regal Rowdies can do to create a reputation among the SEC and the soccer community as a whole. Here are a few simple tips:

1. Recognize injuries of opposing players by ceasing yelling and drumming
2. Clean up after yourself when leaving the facility
3. Use appropriate language, wearing appropriate clothing, and avoiding obscene gestures
4. Use common courtesy (open doors for others, say “please & thank you”, etc.)
5. Treat opposing fans with respect and refrain from confrontational dialogue

By visiting opposing stadiums, the Regal Rowdies can set the example to opposing fans on how to cheer in women’s college soccer. In the past, other schools have contacted us or the Tennessee Soccer coaching staff after matches and asked how to get an organization like ours started at other universities. That is a great compliment to the Regal Rowdies and Tennessee.

Additional notes on Travel Etiquette:

Resources

Continuing to grow as an organization requires utilizing the different resources offered to student organizations around campus and other opportunities provided through formal relationships with the Regal Rowdies. Some of these relationships include partnerships with Tennessee Marketing, Tennessee Soccer, the CSE, and the ODS. These relationships need to grow and last to ensure the lasting impact of the Regal Rowdies on the student body at UTK.

Marketing

Tennessee Marketing provides many services to the Regal Rowdies at virtually no cost. In exchange for opportunities for free merchandise and food, the Regal Rowdies help advertise soccer matches and promotions offered by the marketing team. Additionally, some opportunities may arise to request equipment (like bucket drums or confetti cannons) from the marketing budget for the Regal Rowdies use at matches. These items can be predetermined at the beginning of the academic year if the Regal Rowdies Leadership Council meets with representatives from

the marketing department of UT Athletics. The best way to set up these meetings is work through the director of operations of Tennessee Soccer or find the appropriate marketing contacts through the UT Athletics directory, found online at www.utsports.com or by googling “utk athletic directory”.

Tennessee Soccer Coaches

The Tennessee Soccer Coaches have been essential in providing support to the Regal Rowdies during the founding years. The coaches have donated t-shirts, bought us pizza, and helped pay for other petty expenses related to travel and gameday costs. Maintaining this relationship is necessary because the coaches ultimately give directives to the rest of the event management surrounding Tennessee Soccer. In other words, the Regal Rowdies have more opportunities with the coaching staff on their side versus working towards goals alone. Each year, a few members of the Regal Rowdies Leadership Council should set up a pre-season meeting with the coaching staff to discuss goals and objectives for the year. Furthermore, this is the best time of the year to make equipment requests or pitch new ideas. Here are a few details to consider when meeting with the Tennessee Soccer coaching staff:

1. **Come prepared.** Come to the meeting with a general outline of what you want to say, what goals you have for the year, and any other pertinent information. In the past, some goals of the Regal Rowdies and the coaches have been raising overall student attendance, creating a presence behind the opponent’s goal (a.k.a the beginning of the Regal Rowdies Goal Patrol), and planning to attend away matches. The coaches are more open to new ideas if you come prepared with information and questions.
2. **Don’t be afraid to ask for something.** Everyone surrounding Tennessee Soccer has a common goal: supporting the players. In our case, the coaching staff supports the players by supporting the Regal Rowdies. The coaching staff has never really told us “no”. That being said, don’t make ridiculous requests. Requests should be achievable, fundable, and making a lasting impact on the Regal Rowdies.
3. **Be friendly and humble.** As previously stated, the coaching staff wants to help the Regal Rowdies thrive in every way possible because that means a larger fan base in the student population. Be responsible individuals so that the coaching staff truly understands the commitment of the Regal Rowdies. Being rude and pessimistic will get you nowhere in life, nor nowhere close to fulfilling organizational goals.

Each Spring semester, the CSE requires each student organization to submit an application for status as a student organization for the upcoming academic calendar. This process can be confusing and challenging, especially when organizations are transitioning leadership positions. Here are a few tricks and tips to make registration run more smoothly:

- 1) **Stay organized.** The renewal application requires submitting the organization constitution, updating contact information for advisors and leadership positions, and submitting a list of returning (and active) members. An updated copy of the constitution is downloadable from the Regal Rowdies' website through VOLink. As for the list of returning members, a spreadsheet should be kept of all members and transitioned to the Secretary of the Regal Rowdies. The spreadsheet should include Name, NetID, Year, and Rank within the organization.
- 2) **Start early.** Do not wait until the last minute to get together materials and information. Consistently update files and documents so that re-registration is simply uploading documents and not a hassle. The CSE will assist with any problems and work with an organization to make sure their documentation is valid.
- 3) **Ask questions.** Asking questions shows that you are engaged in the process and want a successful organization. Truly, there is no such thing as a stupid question. Unasked questions lead to unachieved goals as an individual and as an organization.

Office of Dean of Students

As of Fall 2016, the Office of Dean of Students (ODS) has shown interest in supporting the Regal Rowdies in the form of advertising and transportation. The ODS funded the Regal Rowdies' trip to Lexington, Kentucky on October 14th, 2016, by providing a charter bus. The charter bus was booked by the ODS in exchange for \$10 deposits from interested students. In the future, the growing relationship between the Regal Rowdies and the ODS will hopefully maintain the opportunity to take 1 trip to an SEC school each year to watch Tennessee Soccer. In general, here is a process for contacting the ODS about a charter bus for a Tennessee Soccer match:

1. Find the appropriate contact information (secretary, student officer worker, etc.) for emailing travel information at <https://dos.utk.edu/>
2. Introduce yourself, attach a detailed itinerary, and include a list of interested students.
3. Suggest a similar format as previous trips (charter bus, \$10 dollar deposit, etc.)
4. Meet with ODS representative to discuss trip (optional)
5. Advertise trip through ODS to entire student body (optional)



Regal Rowdies' members and Tennessee Soccer fans cheer on the squad during an August 2014 match at Regal Soccer Stadium.

A Call to Action

To all whom it may concern:

The Regal Rowdies needs YOU. Yes, you. The students are the core who have always made this organization thrive and exceed expectations. The Tennessee Soccer players, coaches, staff, and fans believe in you, but you must also believe in yourself. You are a leader and a Volunteer, and you bear the torch that give light to others. Take that light and spread the love for Tennessee Soccer across campus and across Knoxville. If you can give your all for Tennessee, then you have fulfilled the true purpose of being a Regal Rowdy. Follow your calling, that may be leading cheers or drumming on Big Bertha. On the other hand, that may be just attending matches or inviting your friends to come to the matches with you. No matter what your commitment to the Regal Rowdies happens to be, do it with 100% effort and know that you are appreciated.

The Regal Rowdies will not last without continuing recruiting and building towards bigger and better goals. Traditions must be passed on and the idea of being a member must be fun, exciting, and something to look forward to during the Fall besides Tennessee Football. Learn to take the

fun out of the little things, because Tennessee Soccer is not always guaranteed to be the best team. The Regal Rowdies are there to support the players and coaches through the victories and losses. It will get hard sometimes, but ultimately you must remember why you joined in the first place or why you come to soccer matches. That reason is different for everyone but never forget that reason.



Founding members Matthew Proffitt (left), Ethan Perry (center), and Krishen Gosine (right)

Index

Chants

Vols Spellout

Leader: Give me a V!

All: V!

Leader: Give me an O!

All: O!

Leader: Give me a L!

All: L!

Leader: Give me a S!

All: S

Leader: Whatcha got?

All: VOLS!

Leader: Say it again!

All: VOLS!

Leader: Louder!

All: VOLS!

Leader: Louder!

All: VOLS

Leader: I said it's great...

All: ...to be a Tennessee Vol! (4x)

Alma Mater

On a hallowed hill in Tennessee
Like Beacon shining bright

The stately walls of old UT
 Rise glorious to the sight
 So here's to you ole' Tennessee
 Our Alma Mater true
 We pledge in love and harmony
 Our loyalty to you.

Down The Field

Here's to ole' Tennessee
 Never we'll she sever
 We pledge our loyalty
 Forever and ever
 Backing our soccer team
 Faltering never
 Cheer and fight with all of your might
 For Tennessee.

Who Do Ya Love? (VOLS!)

Leader: (I said) Hey!
 All: Yeah?
 Leader: Who do ya love?
 All: VOLS!
 Leader: Who do ya love?
 All: VOLS!
 Leader: Who do ya love?
 All: VOLS!
 (3x)

[Louder with repeat]

Score A Goal

865-Orange & White

8-6-5, orange and white
 Vol Soccer goin' hard all night
 Score a goal
 A goal, a goal, a goal, a goal
 To the window! (To the wall!)
 Do the sweat drop down my VOLS!
 All these [insert opponent name] crawl
 Ahhh skeet skeet Vol Soccer
 Ahhh skeet skeet Go Vols! (2x)

Friend of Mine

Leader: [Player name] is a friend of mine

Come on Vols
 Let's score a goal
 It's really, really simple
 Put the ball inside the goal
 And we'll go freakin' mental
 Lalalalalalala lalalalalala
 Lalalalalalala
 Lalalalalalala
 (3x)

[Loud, Soft, Louder]

Tennessee Train

Get up on that Tennessee Train
 [Stomp, clap, stomp-stomp, clap]
 Get up on that Tennessee Train
 [Stomp, clap, stomp-stomp, clap]
 We don't need a ticket
 All we need is pride (Say what?)
 Get up on that Tennessee Train
 And ride, ride, ride

[Normal, Slow, Loud]

All: [Player name] is a friend of mine
 Leader: She will burn you down the line
 All: She will burn you down the line

Leader: Don't give her time to run and shoot

All: Don't give here time to run and shoot

Leader: She's gotta' cannon in her boot

All: She's gotta' cannon in her boot

Leader: Sound off! All: V-O!

Leader: Sound off! All: L-S!

Leader: Bring it on down!

All: V-O-L-S! Go Vols Go!

The Rowdies Love Brian Pensky

Regal Rowdies love Brian Pensky

The Rowdies love Brian Pensky

He doesn't have hair,

But we do not care

The Regal Rowdies love Brian Pensky

He's the coach of the Vols

He's the coach of the Vols

He teaches the girls,

How to kick balls

The Regal Rowdies love Brian Pensky

[To tune of "Winter Wonderland"]

Everybody Say "Hey"

Everybody say "Hey we want some Pensky"

Everybody say "Hey we want some Pensky"

Everybody say "Hey we want some Pensky"

Everybody say "Hey we want some Pensky"

Everybody say "Hey we want some Pensky"

Everybody say "We gonna win TODAY"

Everybody say "We gonna win TODAY"

Everybody say "We gonna win TODAY"

Everybody say "We gonna win TODAY"

Everybody say "We gonna win TODAY"

[Repeat first verse (optional)]

Additional chants and cheers:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.[illegible]

“This Spirit is a Part of Us”

Paint the Rock

Each August before the first Tennessee home match, Tennessee Soccer owns a traditions of the freshman players painting the Rock near Natalie Haslam Music Building. In recent years, the Regal Rowdies have joined this tradition to build a relationship between incoming players and new members. Supporting this tradition can be helping paint the Rock, helping with design, or simply buying the paint for the players.

Big Bertha & Drum Tradition

Big Bertha is the first bass drum purchased by the Regal Rowdies. She was bought off Craigslist in August 2014 and repainted that same month with orange and Lady Vol blue. After the change of Lady Vol Soccer to Tennessee Soccer, Big Bertha was repainted by Payton “P.M.” Miller with several designs reflecting Tennessee traditions and the Knoxville community. These designs include variations of the Rock, Smokey, the Torchbearer, the Sunsphere, and the Vol Navy. According to tradition, the senior class passes down Big Bertha to the new seniors while also purchasing them a drum to paint themselves and add to the collection.

Alma Mater and Goal Patrol

The Regal Rowdies sing the Tennessee’s alma mater after every match, no matter victory or defeat. In defeat, the Regal Rowdies will sing the alma mater from the stands behind the opposition’s bench. In victory, the Regal Rowdies typically all move down to the Goal Patrol behind the opposition’s goalkeeper to sing the Alma Mater. After singing, the Tennessee Soccer players will make a jog to the fence behind the goal to high-five the Regal Rowdies and other fans. If given time to shake hands with other team first, the Tennessee Soccer players and team will also join singing the alma mater at the end of a match.

Regal Rowdies Road Trips

See page 35. Included here is a list of locations that the Regal Rowdies have travelled to watch Tennessee Soccer matches:

Johnson City, Tennessee (ETSU)
 Nashville, Tennessee (Vanderbilt)
 Orange Beach, Alabama (SEC Tournament)
 Lexington, Kentucky (University of Kentucky)
 Washington, D.C. (American University)
 Lynchburg, Virginia (Liberty)

“Things Regal Rowdies Say”

This tradition started with heckling of the visiting team during home soccer matches. Some “Things Regal Rowdies Say” are repeated every game as a long-running joke among members. Some of these sayings are jokes, most are nonsense, and some are pick-ups to the others players. For example, one thing Regal Rowdies say is “#TeamFollowBack” because our Social Media Coordinator always follows back opposing players on social media. Here are just a few other examples of “Things Regal Rowdies Say”:

“That jumpsuit though!” (Referring to anytime the referees where rain suits)
 “Hit it with your purse next time!” (When the goalkeeper fails to kick it past midfield)
 “Boing! Boing! Boing!” (When the soccer ball is continually headed in the air)
 “Will she kick it past midfield? No!” (Call-and-response before the goalkeeper kicks)
 “Are you my appendix? Because...I want to take you out.” (Pick-up line to bench)

Honorary Regal Rowdies

The idea of honorary members came on a Sunday match after a big football game when virtually no students showed up to a noon kickoff. Instead, the attending members recruited younger fans from the stands to sit in the student section and help cheer on the team. This tradition has evolved to the children in attendance at each match will to the student section to lead cheers and help us bang on the drums at all matches. This is why the Regal Rowdies etiquette suggests watching obscene language or gestures because we never know when children might be around the student section.

Kelvin Johnson

Kelvin Johnson is an imaginary member of Regal Rowdies. His persona was formed after several members of the Regal Rowdies pranked other members by thinking he was a real student at UTK. He is an accounting major, a senior, and spends all his spare time in the library. At one

point, Kelvin had his own NetID and Twitter account. Currently, Kelvin is trying to earn his last finance credit to graduate.



Big Bertha, the first bass drum of the Regal Rowdies, was repainted by Payton "P.M." Miller.