The

CORPORATE

Running

Sourcebook

Contents

Corporate Running?

Sounds interesting...

*I*f you have picked up this booklet and started to scan it with real interest, chances are that you are:

- a dedicated runner who wishes that you could hook up with others at your workplace who share your passion for running
- a former track and field competitor who thought you had left the excitement of the starter's gun behind when you left high school or college
- someone who is committed to all-around fitness in your organization and sees a place for organized running in that program
- or maybe just someone who naturally loves to organize things that bring people together in fun, bonding (and health-enhancing) activities.

Whichever descriptor best fits you, we have written this sourcebook just for you. The information in this book is gleaned from the experience of folks just like you who wanted to put together a way of sharing their enjoyment of running with their coworkers. The idea for such a resource grew out of the recognition that it takes a lot of effort to go from the initial enthusiasm of a few individuals to a balanced and well-trained team ready to compete in a major corporate track meet. The Board of Directors of the United States Corporate Athletic Association decided in 1992 that part of their legacy could be to share what they had learned over the years about putting together corporate running teams. What emerged was this "anthology of advice" that we have chosen to call *The Corporate Running Sourcebook*.

Each chapter was authored by a member of the board who has had some significant experience with that topic. We have tried to give you enough information to help you at each step along the way without overwhelming you with too many details. In each chapter you will find:

- a general discussion of the key elements
- checklists and summary charts to condense the ideas and advice into simple action lists
- where appropriate, examples, aids, and even a few anecdotes to help communicate the intangibles.

We hope that you find in these pages the help you need to get a successful running program established in your organization. Our summary advice to you is—

- It is worth the effort!
- Find allies within your organization; it's a lot easier that way.
- Start small and build. Like physical conditioning, you need to establish a base and take on the next challenge in increments that are do-able.
- Once your team has the experience of competing together, the momentum will build; so find an appropriate event to enter and get started.

Finally, let us hear from you about your experience with this sourcebook. Let us know what was helpful and what wasn't so we too can improve. Good luck and happy organizing!

Robert Radnoti
Chairman, USCAA

Ed Claassen
Sourcebook editor

C h $_a$ P te r On_e

Why Have a Corporate Running Team?

If you are already a true believer and know you want to get a running program started in your company, skip this chapter and go on to the next chapter, Learning about Corporate Running Activities in Your Area. On the other hand, if you can't see the natural link between sweaty running gear and the business of your organization (or you need some strong rationale for convincing some decision-makers), read on:

> *"We know from our own experience that if we feel well, we do a better job than if we feel poorly. And if employees are sick, they will cost you a lot of money."*

> Theodore Brophy
> Retired Chairman and CEO, GTE.

The question of "Why have a Corporate Running Team?" can be broadened to ask, "Why have a healthy company?" A Corporate Running Team, or really any wellness program, represents a commitment from the company to the employees. Corporate sponsorship for fitness activities and wellness programs are statements of support for employee health and recognition of the impact the physical and mental health of its employees have on the health of the company. In short, healthy people make healthy companies.

In this section we will consider the impact of wellness, organized fitness activities, and, specifically, Corporate Running on an organization and the reasons why a company should entertain the adoption of a wellness perspective and consider organizing a Corporate Running Team.

What is a Healthy Company?

A trend started a while back and has been quietly growing. No longer are people willing to work just for money, benefits, perks, and status. Employees are placing a greater importance on personal health and fitness, increased family time, and job satisfaction. At the same time, corporations are beginning to recognize the impact of unhealthy employees on the bottom line. According to the Washington Busi-

Corporate Executives Speak Out on Employee Fitness

"I know that good health is high on everyone's list of personal priorities. It is also a business priority because a healthy, growing, and competitive enterprise depends on the health, vitality, and energy of individuals."

Robert Allen
President and CEO, AT&T.

"The health of our company is greatly influenced by the health of our people, and employee health is something we value."

H.W. Burlingame
Senior Vice-President, AT&T.

"If my employees are healthier than yours, I'm going to whip you. It's as simple as that."

Dick Wardrop
Director of Health Cost Containment, Alcoa.

ness Group on Health, "In 1990 health care costs were rising so rapidly that if unchecked, they would eliminate in 10 years all profits for the average Fortune 500 company." Companies are recognizing the impact that wellness and preventive medical programs can have on an organization. In fact, some companies are starting to implement programs which reward employees for healthy lifestyles such as not smoking or controlling their weight. Many of these companies are the ones who partner with their employees in fitness or wellness matters.

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A Corporate Running Team Makes Sense

- It supports the wellness principles which employees and employers are adopting.
- Running, as a sport, is inexpensive, versatile, effective, and popular.
- Corporate Running fosters company spirit and increases employee morale.
- It encourages participation from all corporate levels, ages, and both sexes.
- It requires very little investment to support.
- Running events raise the profile of the company in the community when team uniforms are worn by participants.
- And, finally, healthy employees are an asset and important part of a healthy company.

So what can be said about a healthy company? Aspects of a healthy company, from an employer perspective, certainly include:

- The recognition that employees value balanced lives and personal health as much as money, status, benefits, and perks. Creating an atmosphere that supports a balanced and healthy lifestyle helps a corporation recruit and retain quality employees.

- The recognition of the impact that personal employee health can have on company costs and the subsequent establishment of programs to encourage and support increasing the health of employees. The age-old adage, "An ounce of prevention...," applies to health as much as anything else.
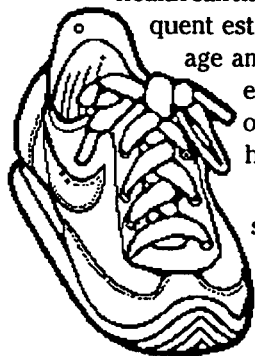
- The increased recognition that satisfaction and happiness in the work environment have a significant impact on employee productivity and morale. Healthy companies place a significant emphasis on programs which create and maintain a healthy atmosphere.

Companies have historically had programs which provide opportunities for employees to participate in nonwork-related activities. These have included activities such as bowling leagues, softball tournaments, company picnics, etc. Although these programs were directed at fostering teamwork and increasing morale, they did not necessarily encourage a healthy employee lifestyle. Now, as individuals are pursuing healthier activities, companies are sponsoring and incorporating programs focusing on fitness in their benefit offerings. In fact, many companies either directly contribute to employee fitness club memberships or provide their own fitness facilities. Running is a popular form of a fitness activity, and organized Corporate Running provides an opportunity to combine employee fitness with company programs.

How Does the Company Benefit?

In the past, the company that offered the best compensation package "won" the best employees. In the future, the companies that include in that compensation package options for enhancing health will attract the best employees. Comprehensive plans will include provisions for nutrition, mental health, wellness, child care, and fitness. A healthy environment will be viewed by the employee as critical for job satisfaction and longevity of employment.

Corporate Running can be an integral component of a complete wellness program. Running is still one of the most popular, inexpensive, and effective forms of fitness practiced. It is one of the best fitness activities for cardiovascular conditioning and weight control. Corporate Running fosters teamwork and camaraderie among employees, provides support for fitness activity, and has an added affect of supporting friendly intercompany competition.

How Does the Employee Benefit?

Support for fitness in general, and Corporate Running in particular, impacts the employee in a variety of ways.

Employees feel better as a result of better health (mental and physical). They are more productive because of a higher energy level. They feel better about the company, which supports their individual pursuits, and they are better able to handle stress to which they are exposed. Staff members form bonds of friendship with others whom they may not have even met otherwise. Meets and road races become targets that motivate the kind of long-term training efforts that really pay off in terms of fitness gains. The friendly competition that surrounds the running events creates a team spirit that continues well after the event is over. (Many companies have retirees that continue to participate for years after they have stopped working at the company.)

Why Doesn't Every Corporation Have a Running Team?

If fitness programs, and specifically Corporate Running programs, make sense, why doesn't every corporation offer these benefits to its employees? In general, fitness programs require not only a tacit commitment from the company but active organized support. Depending upon the type of program, a company may develop its own and build supporting facilities, or it may contract with a local fitness group such as the YMCA. A Corporate Running Program may be a relatively easy and inexpensive way to get an employee fitness program started. What is needed is a few committed runners willing to do a bit of organizing and some active encouragement from the company (and maybe a few dollars to offset the cost of uniforms and entry fees).

If there is already a fitness program in place, the Corporate Running program can be managed by the departments that support the wellness, bowling, softball, or similar activities. In addition, a team organizer or organizing committee, acting as an interface to the running community and the company runners, is invaluable. The program will really start to take off as it gets participation from throughout the entire company and, especially, from company executives.

Shall We Go For It?

Convinced? Willing to take the initiative to get a running program started in your company? Then read on to learn how to proceed from some of the folks who have organized major running programs at their companies. And good luck! We hope to see you and your team soon at the Corporate National Championships.

Chapter Two

Learning About

Corporate Running

Activities in Your Area

Prepared by Hank Lawson, who has had many running identities, including:

- *former team captain of Hewlett-Packard*
- *owner of his own race-timing business*
- *race organizer for many Bay Area track and field events.*

*A*ll right, so now you've decided that it's a good idea to have a Corporate Running team, now what? You need to find out what organized corporate running activities exist in your area and how runners from your company can participate. Getting employees involved in a few exciting running events can give you all the momentum you need to get started. Some benefits you experience right away include:

- Competing in local competitions gives the team a common goal.
- Common goal builds team comradeship.
- Members build friendships that sustain their running.
- The company name gains exposure.
- Track performances give individuals personal goals.

Participation in local events can build interest in the national championships. The following are some of the the methods that I, and other team captains, have used to find Corporate Running events or to request that an event add a Corporate Division. First is a checklist of where to look and what YOU can do. I have also listed a number of organizations that sponsor corporate running events.

Corporate Events

Battle Of The Corporate Stars
Dan Snyder (202) 861-0066
Washington, DC

This organization has anywhere from 10–16 Regional events with an entry fee between $1,000–$3,000 (based on area). The team winner of each region gets an all expenses paid trip to the Nationals for all members on the team. There are 20–28 folks needed for each team. Regionals usually start around the March/April time frame. The Nationals, which are held in the October/November time frame at a luxury resort, get ESPN coverage (airs on Christmas Day). Events contested are a 5K road race, volleyball, legitimate swim events, and a slew of "goof ball" events (it's modeled after

Battle Of The Network Stars), so you may end up playing "Pass the Grapefruit" for time. Although some of the events are strange, everyone takes them VERY seriously (after all, a free trip is on the line). A portion of your entry fee goes to a local charity (based on who helps put on each area's Regionals). This is a well-established affair.

USCAA National and Regional Track and Field Championships
(See page 3 for a list of contact names and places.)

Between April and July, the local regions hold Regional Championships with a National Championship happening at the end of July. Nationals have been held in California, Iowa, Colorado, Massachusetts, and Washington. These events consist of Track relay events with distances between 200 meters and 2 miles. There are both 5K and 10K road races for men and women, and field events such as the High Jump, Long Jump, Discus, and Shot Put. All events are team events, and age and gender requirements mean that teams need men and women of all ages.

Corporate Challenge: The Ultimate Corporate Game
330 B Distillery Commons
Louisville, KY 40206-1999
(502) 581-1881

Same idea as "Battle" except not as many Regions. Corporate Challenge usually holds itsNationals in Hawaii. Few companies compete in both (AT&T and Hewlett-Packard are the only teams I know of), so there is not one dominant force. In fact, small companies seem to do really well in this event.

World Corporate Games
PO Box 1990, 335 Merchant St.
Honolulu, HI, 96813
(808) 536-1990

World Corporate Games hosts almost all of the events that

Tips For Finding
Corporate Running Events

■ Look for running event flyers that have a Corporations logo on it. Chances are good that there may be a Corporate division associated with the event; if not, then chances are better that they will listen to your inputs for them to ADD a Corporate division for the event next year.

■ If you have a United States Corporate Athletic Association (USCAA) regional affiliation, get the contact person's name and phone number (see attached list for names and numbers). That person will know what's going on in the local area.

■ Contact the March of Dimes, American Heart Association, Big Brothers/Sisters, and others; more and more they are having events with Corporate divisions.

■ Major marathons or large-scale road races are a good bet for a Corporate division.

■ The Athletic Conference (TAC) is also getting more and more involved with having Corporate divisions in its races. Call your local TAC representative and see if TAC will add a Corporate division to its events.

■ Start your OWN annual event with a Corporate division. Have a company Fun Run where you "invite" other companies to compete as well, or a mid-year, low-key Corporate track meet. Follow the same format as the USCAA National champion- ships, but drop some of the events so that it's easier to manage.

you would find at the Olympics, but you must either work for a company or represent one (this means spouses can compete for a company). The event has been held in Hawaii, Canada, and San Francisco. There are no Regionals, and the event is held in the October/November time frame.

Manufacturers Hanover (Manny Hanny)
Manufacturers Hanover, New York, NY

Regional 3.5 mile road races are held in 10–16 different cities throughout the United States and Great Britain. There are three categories: Men (5 men), Women (3 women), and Coed (2 men and 2 women). The winners of each category are flown to the National Championships, usually held the week before Thanksgiving in New York. Scoring is based on Team Time.

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Establishing Corporate Events
— or —
Taking the Bull By the Horns

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We found that although our local area (the San Francisco Bay area) had a good amount of Corporate events for us to compete in, we wanted something that we could count on

year after year and not be dependent on the whims of others. So with this in mind we created the BACAA Grand Prix Road Race Series. It consists of approximately eight events each year that are mostly running related, but we have included Triathlons and Relay races in the past. We "piggyback" on existing events by requiring them to add a Corporate Team Division; in return, we promote their event within the companies that are part of BACAA. Corporate teams garner points from each event based on number of team participants and how well their teams perform. These points are tallied, and a perpetual trophy is awarded to the top large and small company Division I and II teams at the end of the year. The main trick is convincing the Meet Directors that it would be beneficial to their events to have and promote a Corporate division. We let them know that it would be easier to ask companies for sponsorship if they have something that is geared towards Corporations. The next trick is getting the Corporate runners out there to participate; that will be covered in the next chapter.

Chapter Three

Prepared by Jan Radnoti, former captain of the Adolph Coors team; she now maintains the USCAA National Headquarters Office.

Recruiting Runners

for Your Team

*I*f you plan to put together a full team to compete in a corporate track meet, you will soon discover you need more than fleet young sprinters or crusty old road racers. The structure of the events in a typical USCAA corporate track meet emphasizes teams over individual performance and includes virtually all age and gender combinations. There are even a few races where you will need to get some senior managers to huff and puff their way around the track. Therefore it is critical to recruit participants for your running team, not just from confirmed runners, but from across a broad representation of your employees. Here are some ideas on how to get started.

Where to Begin

If you company has no formalized fitness/recreation program, a good place to begin is to informally recruit runners in your company to join you for a lunch run or after-work "workout." Word travels quickly about "brown bag" joggers in the company, and you will likely pick up new runners from this small bit of exposure.

Next, approach the Human Resources department with your desire to form a running club. Request help in advertising the club through in-house newsletters, bulletin boards, lunchroom table tents, and electronic mail. In your communication set up a convenient meeting time and place. In the case of a large company with three workforce shifts, you may want to set up a morning meeting to catch the graveyard shift and a late lunch meeting to catch the swing shift and office workers.

Once you have established an in-house running club you can identify key people in the club to assist in recruiting your corporate team's runner needs. Normally speaking, the hardest runners to recruit are women. The majority of women in the workforce fall in the 30- to 50-year old bracket. Most of these women did not grow up competing in organized sports. You may have some female recreational runners in your club willing to enter a road race, but getting them to step foot on a track can be intimidating to them. A road race provides any recreational runner with the comfort of hundreds of fellow runners by their side, in front and

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Wanted: Runner/Husband

In 1980 I captained the Coors running team to the Nationals at Stanford University. It was the first time Adolph Coors had entered a team, as it was for the Exxon team captained by Robert Radnoti. The Coors and Exxon teams were assigned to the same heat in the Pyramid Relay. I bet my Coors baton we would beat the Exxon team. I anchored the Coors team to victory over Exxon. Robert always says, "Jan stole my baton and my heart that weekend. She took the Coors team back to Colorado, but I persistently recruited her into marrying me in 1983."

The national experience is more than a 2-day meet. It's also about meeting hundreds of people and teams who share a common interest in life with you: wanting to be the best they can be and staying fit to achieve their best.

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behind. But on the track, a recreational runner feels like a one-act play performing alone in front of a stadium crowd glued to every stride. In recruiting all recreational runners to become track enthusiasts, go slowly. Hold informal club track meets as a friendly way to introduce a 400- or 800-meter run to these runners. Make it fun, and tell them their participation is important to the team's overall capabilities of entering specific events. Notice I said "participate." Don't focus on their ability to run a sub-60 second quarter or 2:20 half. Get them comfortable with the idea of track running, and help them set realistic targets relative to their current conditioning. After a few meets, they will begin to set competitive standards for themselves.

An excellent resource for runners can be your company's retirees. Check with your Human Resources department for a contact within the company's retiree organization and hold a fitness clinic for this group. These people are a priceless piece of the corporate running team puzzle. They bring to the team their spirit and energy for life, and they are valued participants for your team in the

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Recruiting Checklist

- Start small. Begin with your own division or department.

- Establish a company running club. Communicate through employee relations newsletters, bulletin boards, lunchroom table tents, and voice mail.

- Invite and encourage runners of every ability. Downplay competition to novice runners. Keep workouts and runs fun. Socialize as a group whenever possible.

- Delegate recruitment team needs of senior, master, and female runners and field event athletes to positive role-model club members.

- Don't push anyone into competing. Encourage them and calm their track fears with fun track meet workouts, followed by a low-key dual meet with another company running club.

- Contact company retirees association. Speak at one of its meetings. Hold a running/exercise clinic for the group.

- Recruit upper management athletes. They are a potential gold mine for getting funds for the team as well as entering a President's Relay at nationals.

- Check with Employee Relations and Personnel for backgrounds on new hires. Look for possible former college runners.

- Network nationwide. Find key people at each area office to coordinate teams.

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field events, road races, seniors relay, 4 x 200M, and masters relay.

A key component of a company's national team is the President's Relay. Scout within your company to find which senior managers are runners or former athletes. You may just save yourself hours of sales pitches to your company's marketing or corporate relations department if you have three committed VPs and/or Presidents running. Once these people attend and participate in the National Championships, they will see firsthand the tremendous camaraderie generated among employees and the corporate goodwill shared with the thousands of corporate runners also attending the event.

Let's assume that your company is a large, geographically dispersed organization. Now that your runners are established and organized at your company division, it is time to recruit company runners based throughout the United States and overseas. Start by contacting all editors of company newsletters or magazines to print a story, with pictures, on your team. Send a team video of running events in which your team has participated to regional Human Resources offices or the corporate Fitness Director if your company has one. Begin networking to identify team coordinators at each key location. Ask the Human Resources department to inform you nationwide of new hires with collegiate athletic experience. The key to a nationwide company forming a national team is to find one capable coordinator at each key location. Ongoing communication among these coordinators can lay the groundwork for a national team, culminating in bringing together your best runners at the National Championships.

Fielding a National Team

The chart below identifies the number of people at each distance you will need to enter all Division I or II events at the USCAA National Championships. (Please note: masters, women, and seniors runners in events where distance was not designated were charted under the shortest distance of that given event for normal strategy purposes only. Refer to event descriptions included within this sourcebook for clarification if you have questions.)

w=woman   m=man   mas=masters   sm=submasters   sen=senior   *=Division I (large company) event only

EVENT	200M	400M	600M	800M	1200M	1600M	MILE	3,200M	# of Participants
Distance Relay*				1		1w 1mas 1		1	5
Submasters Distance	1smw			1sm	1sm	1sm			4
Women's 800M*				2w					2
3-lap Sprint	1 1w	2							4
Executive Relay*		1sm		1smw 1sm		1sm			4
4 x 200M	1w 1sen 1mas								4
Men's Mile Team							2m		2
Seniors' Relay	1sen w	1sen	1sen						3
Women's Relay		2w		1w					3
Submaster Sprint*	1wsm 1sm	1sm		1sm					4
President's Relay		1sm, mas, or sen		2 sm, mas, or sen					3
Pyramid		2w		2	1				5
Masters Relay	1mas w 1sen	1mas		2mas					5
Sprint Relay	2w 1mas 1	2							6
Team jump	2-3								2 or 3
Team throw	2-3								2 or 3
Div. I 5K*									5m 4w
Div. II 5K									3m 2w
Div. I 10K*									5m 4w

Chapter Four

Conditioning Guidelines

By Ed Claassen, a master runner and running team organizer who has learned, through his own and his teammates' experiences over the years, the value of sensible conditioning.

*H*igh-level performance, true enjoyment of running, and basic injury prevention all depend ~~depend~~ on proper conditioning. Your core runners are probably well-conditioned from years of running and understand how to prepare themselves for a major race. But, you will probably also have persons on your team who are new to the track:

· How do you get those new running recruits started on a meaningful conditioning program?

· How do you get the biking, soccer, basketball, etc. enthusiasts onto the track?

· How do you get the ex-high school runners who haven't broken into a sprint in several decades conditioned for corporate competition?

You are facing several obstacles. Good conditioning takes time, a full season or more of focused workouts to achieve. There is also an unavoidable amount of hard work involved. (Notice the careful avoidance of that four-letter P word.) Plus, injuries can easily occur if runners attempt to push themselves too hard, too soon. As chief instigator of this whole conditioning scheme, you will want to be able to offer both encouragement and sound advice to your new runners.

Some of the following chapters provide specific conditioning advice for sprinters, middle-distance runners, and long-distance runners. In this chapter we will focus on some general guidelines and tips for getting started.

Getting Started

Your runners will need at least **three workouts a week** to establish a viable base of conditioning. That level of time commitment can be a substantial imposition on busy schedules and competing priorities. You will need to help overcome the resistance. Enlist the aid of your fitness coordinator or equivalent to help portray all the health-enhancing benefits of a regular running routine. Use team workouts, or just pair people up to run together. The social support and reinforcement can be important for some people. Once people get several weeks of regular workouts behind them, they will begin to experience some of the physiological benefits that can turn running into a regular habit: increased stamina, weight loss, better sleep, the postworkout "glow," and a general sense of health and well-being.

Get runners to start with a **moderate regimen,** one that they can handle comfortably in terms of both speed and distance. Suggest that they increase it in **moderate increments,** about 10% more per week. This gives the body an opportunity to adapt. Increasing the training load too quickly invites overtraining injuries, because the body doesn't adequately recover between workouts.

Recommend **alternate hard and easy workouts.** Team workouts naturally promote competition between team members. While this competition is helpful in getting runners to challenge themselves, it can be overdone if runners don't allow themselves to back off and recover. It helps to have some practices designated as light workouts. **Cross-training**—that is, alternating running workouts with other forms of physical exercise such as biking and swimming—is a good way to allow specific muscles to recover while continuing to work on overall conditioning and cardiovascular fitness.

Preparing for a Specific Race Distance

Once a base of running fitness is established, runners need to adopt a workout program that has them running some portion of their workout at their anticipated race pace. For example, your 800-meter runners might do a workout of six to eight 300-meter intervals (with a 2- to 3-minute rest after each interval) at the pace they each hope to achieve in the actual race. A 10K runner might do

Some Guiding Principles for Getting in Shape

1. **Conditioning response**—When our bodies are required to handle physical workloads beyond that for which they are conditioned (the *overload* factor), we initially experience a drop-off in capability, but then our bodies adapt by increasing their ability to handle the extra workload.

2. **Overload**—The *conditioning response* works best when the *overload* applied is moderate and progressive. For example, most exercise physiologists recommend that you not increase your total workout load by more than 10% per week.

3. **Recovery**—Recuperation is an essential part of the *conditioning response*. Alternate hard and easy days allow stressed muscles to recover and adapt.

4. **Targeted training**—Our bodies adapt to the specific demands that we place on them. Your workouts need to relate in both speed and distance to your targeted race.

5. **Consistency**—Regular workouts, at least three times a week, are necessary to maintain fitness levels. Conditioning drops off quickly with inactivity.

6. **Improvement plateaus**—Conditioning progresses rapidly at the beginning. Later gains come more slowly and are often achieved after a long plateau at the same level.

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some 1/2-mile to 1-mile intervals at race pace. See the relevant chapters that follow for more specific suggestions. Also, look over the tables in this chapter that outline the types of workouts appropriate for different race distances.

Inexperienced runners have little way of knowing what it will be like to run under race conditions. They may significantly overestimate or underestimate their ability to sustain a given pace for the entire race. Or, they may psych themselves out with performance anxiety. The best antidote is to give these runners some race-condition experience in a supportive, encouraging atmosphere. Time trials at a stadium track are one good way to do this. Informal dual meets with another company or participa-

tion in local "all-comers" meets are other options. Make sure you help the new runners set a realistic race goal for themselves. Talk them through some basic race strategy, and then spend some time with them afterwards helping them consolidate what they learned from the experience.

Finally, you will want to be sure your runners **taper back on their workouts** in the week before the big meet. The natural tendency at this point is to get in one more good hard workout. Yet the evidence is that **rest is much** more beneficial to race performance than strenuous exercise at this point. If your runners arrive at the meet fully rested, they will have that added spring and resiliency that could just lead to some new personal records.

At 55, Systems Analyst and mother of two finds new passion in corporate running

Karen Bailey had pulled off one those of challenging dual careers as both working professional and mother of three energetic children. Now with the kids grown and the job at a major think tank well established, she found herself with time to consider what she wanted to do for herself. That included how to keep herself physically fit. She had never been sedentary, what with family ski trips and all, but now in her fifties she knew she needed to find some physical activities that she would enjoy enough to keep her engaged throughout the year. Karen tried aerobics classes and liked the personal challenge they provided. However she wanted something in addition that gave her a chance to be outdoors more, where she could experience some camaraderie, and participate at the level of her ability without feeling she had to match the performances of much younger persons.

Enter corporate running! Karen heard through the corporate fitness center that her company's team desperately needed a fifty plus woman to run a 200 meter leg in the Seniors Relay, one of the events in the regional and national competition in which her company participates. Karen had never run competitively, but felt it was worth a try. She joined the team workouts at a local college track, learned that 200 meters was halfway around the track, and that when you ran hard that far both your muscles and your wind were exhausted. With some encouragement and suggestions she started "getting into shape" for the big meets with a combination of long slow runs and some interval workouts on the track. She ran in the Seniors Relay at the regional meet and won her first medal. By the time the national meet arrived she had run one road race too and felt confident that she could run in the women's 5K road race and the Seniors Relay. Running far back in the crowd in the road race, Karen surprised and delighted herself and her team by winning her age category and contributing to an overall second place finish for her team in that event. But one of her legs was in pain after the race (later diagnosed as a stress fracture) and she had to withdraw from the Seniors Relay. Both pleased and frustrated she began a long recuperating and rebuilding process. By the next summer she was able to run in both events again, and the following summer her team won the Seniors Relay at the national meet. Says Karen about the experience, "This is a unique opportunity to join with others from all over my company in a competition that is both friendly and very challenging. We have fun, it is nice to find that I am able to make a difference for the team, and I have the personal satisfaction of knowing that I am getting a dividend in terms of my long term health! I've learned that for us older adults getting into shape means establishing a regular conditioning routine that starts gently and increases in small increments. I pay close attention to those subtle physical signals that warn me when my body is approaching training overload."

therefore useful for relay teams that have not had much time to practice together. In the open exchange, it is the responsibility of the outgoing runner to get the baton from the incoming runner.

In the blind exchange, the outgoing runner watches the incoming runner to a certain point, then turns to get a running start. The objective is to match speeds at the point of exchange; this takes lots of practice, especially in the corporate events, because masters, open, and women runners compete on the same team. In the blind exchange, it is the responsibility of the incoming runner to get the baton to the outgoing runner.

It is important that both runners know when the outgoing runner is going to begin to sprint and to know when the baton is going to be passed. The outgoing runner must wait until the incoming runner is sufficiently close before beginning to sprint. The rules allow small pieces of tape to be placed on the track for this purpose. The outgoing runner must practice to develop the discipline to wait until the incoming runner hits the mark, or he or she will run away from the incoming runner. This is particularly a problem when the race is close, because the outgoing runner wants to get that stick and get moving!

Typically, the incoming runner will shout a command to the outgoing runner when time has come for the exchange. Often this command is, "Hand!" or "Stick!" Consider some other, more unique command, especially if the relay team has not trained together much. It is very easy to mistake the voice of some other team's incoming runner when the race is close and everyone is shouting, "Stick!"

All exchanges must be executed within the exchange zones; however, the outgoing runner may begin his or her sprint prior to the zone. This is known as an international exchange. When combined with the blind exchange and executed well, this is the fastest possible exchange because the outgoing runner can get the baton earlier in the exchange zone, yet already be at top speed.

There are many theories on the order of runners in the relay, and this order is further complicated in corporate track by the relay rules. One strategy for staffing is as follows: lead off with your most consistent starter from the blocks, place your weakest runners next, then use your most fierce competitors in the anchor leg.

Starting from the Blocks

Although less important in relays than in open sprinting events, a team without a strong start immediately has to play catch-up. Therefore, it is important that each sprinter have sufficient familiarity with starting from the blocks to handle a start if need be and not freeze up. The key to starting from the blocks is to achieve a good, stable "Set" position, then react to the gun with explosive, driving strides. Good, pumping arm action is important to getting the legs moving. Remember those video tapes? These are a good source for examples of good starting technique.

On Your Marks...

So, now you've put in your time on the track, done your stick passes, and have recruited enough runners in each category to field a relay team. What next? Well, see you at the blocks...

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Harper & Row, 1986.

Chapter Six

Preparing for Middle-

Distance Events

*M*iddle-distance events are usually defined as races spanning 800 meters to 1,500 meters or the classic mile. These race distances demand performance from the body of about 50%–70% aerobic and 50%–30% anaerobic as relates to the body's energy-producing systems. Your runners who participate in these events need to train for both aerobic and anaerobic fitness.

Training Techniques for Middle-Distance Runners

As with any other set distance on the track, the middle-distance runner's objective is to maximize speed over the 800-to 1500-meter distance by using all available energy and the most efficient running technique. Conditioning the body's energy systems is covered in Chapter 4 of this Sourcebook. The technique element and how to train for it is emphasized here.

Technique is an exercise in maximizing economy of moving parts. All individuals have an optimum combination of stride length and frequency that is dependent on the athlete's leg length, mobility, muscular strength and neuromuscular coordination (or lack of any or all of the above). These are all primarily a result of the runner's "choice" of parents, but a great deal can be done with anyone's raw materials. Many teams draw their strength as much from committed employees who are willing to train and develop their technique as from naturally gifted athletes.

Compared to sprinting, the leg drive in middle-distance work is less intensive, decreasing considerably as the distance reaches 1500 meters. Following the less explosive driving action, the recovery leg swings forward more slowly, the heel of the recovery foot remains lower, and less knee lift occurs at the end of the supporting phase. The less intensive leg drive and stride frequency reduce (eccentric) thrust, permitting the trunk to absorb more of the twisting momentum generated by speed, without the vigorous balancing assistance of the arms required in sprinting.

The objective of training for these events is specificity, to enhance the development of the technique required for faster times. There is general agreement that the following types of middle-distance training should be employed:

- sprints, starts, accelerations
- continuous slow running
- continuous fast running
- interval training
- tempo running
- fartlek
- hill running.

All of these components are treated in Chapter 4 of this Sourcebook. Event-specific comments appear below concerning the interval, tempo, and hill components of training.

Interval Schedules

An example of an interval schedule based upon the expected date of competition (regional or national event) would be the following pattern, although there can be a wide range of ability and tolerance for speed work:

8–12 weeks before: longer intervals (500–600–800), at 3 to 5 sec slower per 400 meters than goal pace

4–7 weeks before: shorter intervals (300–400) at goal pace or slightly faster (2 sec per 400 faster than goal pace)

2–3 weeks before: intervals decrease further (100–200) at 4 sec per 400 faster than goal pace, with shorter recovery between intervals, and complete recovery between sets.

Interval training needs to start at a pace slow enough on the first workout to be able to complete the workout comfortably. This allows the body to respond to the stress of speed work without risking injury. Marty Liquori, an outstanding middle-distance runner, makes the rest of us feel better by saying what we all experience. Most importantly he reminds us that even athletes with his talent experience the same thing in returning to interval workouts following an absence—they hurt even at objectively slow speeds that a few months ago were no problem—his words:

"For instance, every year when we begin to go into the 'valley of fatigue' of Phase Three training, our quarter-mile

Checklist — Do's and Don'ts

DO

- Build a base of strength with weight training in the off season
- Build miles gradually
- Stay RELAXED during speed work; 95% IS full speed!
- Do speed and overdistance workouts with others (but don't compete)
- Listen to your body; take a day off if necessary
- Save a workout - cut back speed\reps if necessary
- Vary workouts to avoid staleness
- Keep a training diary
- Employ relaxation techniques\visualization to prepare for a race
- Have fun!

DO NOT

- Overload on speed or hill training
- Try to "win" a workout, or train with someone who does
- Quit a workout unless injured (save it - see above)
- Do intervals or hills coming off injuries
- Do more than two sessions of speed or hills per week
- Set an unrealistic goal
- Fail to adjust your training schedule for injury
- Worry about nerves or "butterflies" prior to competition; welcome the sign you are getting ready for maximum effort

efforts will almost always be in the 67- to-72-second range, depending upon conditions. And they will seem as difficult as if we were trying to run them in 57 or 58 seconds... What the runner must keep in mind in the beginning of such a phase of training is precisely that: Things will get easier. There is not an elite runner in the world who has not been regularly amazed to find out how hard that first session of 70-second quarters seems—when he had been running 59s only four months earlier!"

Plyometrics or bounding drills are also a valuable form of training, especially for conditioning fast-twitch muscle fibers and increasing stride length. Try them out, but early in the training period, and only in place of a speed workout—they are a high-stress activity.

Tempo Running

This workout is sometimes referred to as "repetitions" instead of intervals, but, by whatever name, the objective is raising the anaerobic threshold. The quick succession of reasonably high-speed repetitions run on the track or the roads (i.e., running telephone poles, stop signs, or any other repetitive road marker) varying between 100 and 2,000 meters is undertaken to condition the oxygen transport system to adapt to progressively higher sustained overloads. The recovery phase is intentionally kept short for exactly that purpose, with the next repetition started while the body has a residue of oxygen debt. Recoveries can be jogging or walking; continuous motion helps the muscles clear the buildup of lactic acid. If distances used are less than the race target, speed should approach or exceed the target race pace. If the distance employed exceeds the race target, speed should be slower than expected race pace. As with intervals, tempo running must be programmatic, and progressive, by means of any or all of the following:

- · increasing length of rep distance
- · increasing speed of reps
- · increasing number of reps
- · decreasing recovery time between reps.

Sample Workout Early in Buildup, for a 2:05 Target 800-Meter Runner

Sunday	8 miles easy
Monday	5 miles moderate
Tuesday	3 x 600 @ 1:36-1:40 (GP +2 on 400)
Wednesday	Rest day or easy overdistance
Thursday	Tempo including 3 x 1000 with pace change
Friday	Sprint drills, plyometrics
Saturday	5 miles easy, bike or pool run

Hill Running

Hill running is designed to enhance the ability to MAINTAIN an optimal stride length for the DURATION of a competitive distance. All exercises in this category correspond to the movement pattern involved in the target race, but the runner perform them at a high-intensity level. Although other exercises can promote this objective, hill running doesn't require special apparatus such as a harness, a weighted vest or other gear, or a flotation device for the pool. All that is required is a hill or two. Flatlanders can always seek out freeway overpasses, parking garages in off hours, or treadmills with elevation features. Hill running and bounding create strong resistance for the muscle groups carrying most of the load in running — the ankle, hip, and back muscles, particularly the extensors and plantar flexors of the ankle joint and toe flexors. These muscle groups are important in middle-distance running, not only in driving the body forward but also in the muscle recovery phase of the stride. The forward movement of the body is a coordinated function, an example of which is the simultaneous extension and flexion from the hip joint as the swinging motion of one leg helps the driving action of the other. Therefore, high knee lift should be employed to complement the strong driving action from push off as the hill running or bounding is performed. Quality of form, especially arm and leg action, is far more important than speed going up the hill. Hill length between 300 and 400 meters is recommended once initial adaptation to the training load has occurred. Repetitions should not exceed 5 or 6, and recovery between repetitions should be at least 3 or 4 minutes when later stages of hill work are employed. Even at that level of recovery, very high lactic acid buildup

occurs, and the workout should always be followed by 1 or 2 light or rest days for adequate recovery and training effect.

One practical problem is finding a hill of about the right length and grade (5-7% is good) which has some other way to jog down with a gentler slope. Special care must be taken to maintain form going downhill, which includes avoiding locking of the knee and excessive contact with the heel. It is excellent form practice to lean into the hill, stay as loose as possible with low relaxed arm carriage, and try to "fall" down the hill with light and lively steps, without getting out of control. Easy to say, but very hard to do when tired. Easy striding and jogging should always precede a hill workout.

Other Resources

Middle Distances
edited by Jess Jarver, TAFNEWS Press

Long Distances
edited by Jess Jarver, TAFNEWS Press

Focus on Middle Distance Running
Humphreys and Holman, Adam & Charles Black, London

Running and Your Body
Dare, TAFNEWS Press

Marty Liquori's Guide for the Elite Runner
Liquori and Parker Playboy Press

Running the Lydiard Way
Lydiard and Gilmour, World Publications

Winning Edge
Johnson, Atheneum

Inside Running
Costill, Benchmark Press

How they Train: Long Distances
Pfeifer, TAFNEWS Press

The Self-Coached Runner
Lawrence and Scheid, Little, Brown

*Long Distance Runner's Guide
To Training and Racing*
Sparks & Bjorklund, Prentice-Hall

Running and Racing After 35
Lawrence and Scheid, Little, Brown

Chapter Seven

Prepared by Suzanne Hook, who not only preaches fitness in her job at Principal Financial Group but avidly demonstrates it by winning major corporate road races, including the 1991 USCAA Women's 5K.

Preparing for Road Races

HOW TO IMPROVE YOUR 5K AND 10K TIMES

*I*t's a new season, with new goals, numerous road races in the area, and the National Corporate Cup Meet on the way. If you have experienced the satisfaction of completing a road race at regionals or in your area — you may be ready for a new goal — to run one faster. A proper and well-organized training program will allow you to run faster 5K or 10K times.

These distances require a nice mixture of both speed and endurance. A well-balanced, well-timed program will enable you to run faster with less effort and maintain your pace to the finish line. So how do you run a faster road race? What type of training should you do? How much improvement can you expect? How long will it take before you will see results? To answer these questions, let's think about our physiology and, scientifically, how your body needs to change. Scientific research shows that you can train your body to run faster in a variety of ways and several training effects. These studies also show certain training principles to be more effective ways to enhance performance.

Most studies recommend training methods that will produce certain changes or training "effects" in your body that will result in improved running performance. The consensus of these studies indicate that there are primarily three physiological factors which influence your performance and that improving any of them will enhance your performance. These three training effects are (1) increasing your aerobic capacity, (2) developing your anaerobic tolerance, and (3) improving your efficiency or form.

Proper use of a variety of training methods directed at achieving any one of these training effects can result in improved race times. Furthermore, incorporating the right mixture of training techniques geared to attaining these three effects will result in dramatic improvement.

Remember that different race distances place different physiological demands on your body. Thus, the proper combination of training strategies depends on the distance of the race for which you are training. For example, the marathon or mile are quite different from the demands of a 5K or 10K race, but all require the three training effects. Marathon training needs some anaerobic tolerance and running efficiency but emphasizes increasing aerobic capacity or endurance. On the other hand, the mile requires

some aerobic capacity, but training focuses on improving anaerobic tolerance and efficiency or form. Likewise, the 5K or 10K requires a unique blend of training principles.

Aerobic Capacity

Your aerobic capacity is your ability to take in, process, and use oxygen to produce energy needed by your muscles to run. When your body relies on oxygen as the single energy source to run, you are running "aerobically" or with oxygen. This is measured in terms of VO 2 max, which stands for maximum volume of oxygen uptake.

Distance-running performance greatly depends upon the capability of your body to process and utilize oxygen efficiently. Therefore, this establishes your upper limit for your distance-running performances. Most coaches and exercise physiologists agree that aerobic capacity is the most significant indicator of distance running potential. This is partially hereditary, but only through proper training can a person approach full potential.

The most obvious way to increase your aerobic capacity is by increasing your training volume or average weekly mileage. Keep in mind that increasing your mileage too fast will increase your chances of getting injured and overstress your body.

A general rule of thumb is never to increase your weekly mileage more than 10% per week. For example, if you are running 20 miles per week, you can safely increase your mileage to 22 the first week, 24 the second week, 26 the third, and so on. It's a good idea to take 1 week to cut back during this building phase.

Instead of continually increasing, you would run 22, 24, 26, 28, 22, 28 and 30. This allows your body a break to fully adapt to the new training demands before increasing again.

Training runs are the meat and potatoes of preparing for your races. Logging in these miles prepares your body to last through a race. Your training pace is a comfortable, everyday pace — the normal speed you settle into when going out for a run. It's not a pace where you feel like you are pushing it or such a slow one that you don't feel like you are doing anything. Your weekly schedule should include 3–4 days of training runs.

Training Tips for Long Distance

- Make warm-ups, cool-downs, and stretching an integral part of your routine
- Wear shoes that fit properly and provide good support
- Establish a consistent and progressive training routine
- Build your aerobic capacity by increasing your weekly mileage, but no more than 10% per week
- Include a long run in your weekly routine
- Begin incorporating some speed work into your workout about 12 weeks before your big race
- Use speed work such as track intervals, hill intervals, fartlek, and tempo runs to build strength and anaerobic tolerance
- Run with someone faster than you occasionally
- Work on proper form for efficiency
- Take a rest day or easy day at least once or twice a week
- Listen to your body; back off if you become overtired and aren't able to recover fully from your workouts
- Use ice, stretching, rest, and anti-inflammatories to treat sore muscles and minor injuries (before they become major injuries)
- Eat a well-balanced diet, with at least 65% of your calories from carbohydrates and fewer than 25% of your calories from fats.
- Keep plenty of fluids in your body, especially in hot weather
- Visualize yourself running the way you would like to, and find ways to give yourself positive feedback for any progress you make

Race Week and Race Day Preparation

- Taper back on your mileage beginning the week before you race to rest and replenish yourself
- Do your last speed workout 3 to 5 days before your race
- Take it easy the 2 days before race day
- If the race is in the early morning, do a few prerace workouts at that time of the day
- Determine your goal and strategy and picture yourself doing exactly that
- Don't experiment with sports drinks before or during a race unless you know your body can handle them
- Warm up about 15 to 20 minutes before race time in adequate clothing to stay warm. Do sufficient jogging to work up a beginning perspiration. Then stretch and do a few sets of 100-meter strides at race pace or slightly faster
- Keep moving after your warm-up so that you stay loose and warm. Keep your warm-ups on until just before the race starts
- Stay as relaxed as possible; the excitement of the race will give you all the adrenaline you need
- Tie your shoes in double knots
- Don't go out too fast; pace your first mile at no more that 10 seconds faster than your race pace goal
- Familiarize yourself with the course so you know what to expect (hills, sharp turns, rough surfaces, etc.)
- Give yourself positive feedback before and during the race ("I am prepared mentally and physically to have a good race")

A "**long run**" is another factor in increasing aerobic capacity. It's a good idea to incorporate one long run into your weekly plan. Long runs teach you how to pace your body and mind. They give you feedback on your natural stride length and rate. Not only do long runs build endurance but also confidence. Long runs should be done at a relaxed pace.

Increasing mileage will have a significant effect on your aerobic capacity, but many runners can't handle the higher mileage or don't have the time in their schedules. A final way to increase aerobic capacity is to increase the intensity of your training. The faster you run, the greater your intensity is—and the greater the percentage of your maximum aerobic capacity or VO2 at which you are running. This principle interacts with the second training principle—increasing your anaerobic tolerance.

Develop Anaerobic Tolerance

When you run "anaerobically" (without oxygen), your energy isn't from oxygen but from the breakdown of glycogen

Quantity Chart for 5K/10K Intervals

Weekly Mileage	Number of Repeats Per				Weekly Mileage	Number of Repeats Per			
	400M	800M	1,200M	1,600M		400M	800M	1,200M	1,600M
20	6	3	2	—	46	13	6	4	3
22	6	3	2	—	48	13	7	4	3
24	7	3	2	2	50	14	7	5	4
26	7	4	2	2	52	15	7	5	4
28	8	4	3	2	54	15	8	5	4
30	8	4	3	2	56	16	8	5	4
32	9	4	3	2	58	16	8	5	4
34	10	5	3	2	60	17	8	6	4
36	10	5	3	3	64	18	9	6	4
38	11	5	4	3	68	19	10	6	5
40	11	6	4	3	72	20	10	7	5
42	12	6	4	3	76	22	11	8	6
44	12	6	4	3	80+	24	12	8	6

You can combine distances instead of running the same distance for the entire workout as long as the total miles done for "speed work" is 7%-8% of your total weekly mileage. A good example is to do a pyramid workout. If your weekly mileage is 40, your workout would look like this—400M, 800M, 1,200M, 1,200M, 800M, 400M. Your recovery period is about one-half of the "speed work" distance or until your heart rate is at the intensity it would be on a training run.

into lactic acid. This happens when your body needs more oxygen than it can produce. In an attempt to provide the energy to run, your body breaks down muscle glycogen. This results in the buildup of lactic acid in your leg muscles, which forces your body to slow down and causes your legs to feel fatigued.

Developing a greater anaerobic tolerance through different types of "speed work" will allow you to run at a faster pace or high intensity for a longer time and with less effort. Therefore, this is one of the training effects necessary for better running performances.

"Speed work"—This is running faster than your normal training pace. The different types include intervals, hill work, fartlek, and tempo runs. Because you are putting extra stress on your body with speed work, it is extra important to warm-up, cool down, and stretch (basic parts of every work out), or you may be flirting with injury.

Intervals—These break down the running and rest periods into separate blocks that allow you to run at a desired intensity and rest before beginning again.
- Generally these are done on a track using 400, 800, 1,200, and 1,600 meters (1 lap = 400 meters or 1/4-mile).
- You should run intervals at your current race pace or slightly faster. See Pace Chart.
- Rest periods are the same, or one-half, the distance and done at an easy jog or walk.

- The maximum number of intervals you should run is based on your weekly mileage. Run 7%-8% of your weekly mileage for your interval workouts. For example, if you run an average of 40 miles per week—7%-8% of that is 2.8-3.2 miles. So you could do 12 x 400 meters (3 miles), or 6 x 800 meters (3 miles), or 4 x 1,200 meters, or 3 x 1,600 meters, or any combination of these with the speed/intense mileage equal to 2.8-3.2 miles. See Quantity Chart.

Hill work—Even if all road races had flat courses, you would still benefit from running hills; you would develop strength and improve your running form. Find a hill 200 meters or longer (or you can use a loop with rolling hills). Run at race pace effort (not time) up the hill and recover with an easy jog down. Start out easy and build up gradually to maintain energy and make it to the top. To run hills, lean slightly forward without bending at the waist, take shorter steps, lift knees more, and pump arms harder.

Fartlek—This is a Swedish term for speed play that is spontaneous and creative. Most of you have probably done this to get through a green light or to catch or impress someone. You picked up the pace and then settled down to a slower than normal pace to let your body recover. Fartlek runs are training runs interspersed with sessions where you speed up. You should run four or more of these bursts ranging from 50 yards up to a mile and then recover at a slower than normal pace for the same amount of time/

Pace Chart for 5K/10K Interval Workouts

Interval Pace per 5K Time	400M	800M	1,200M	1,600M	5K Time	400M	800M	1,200M	1,600M
13:08	63	2:06	3:09	4:12	18:08	87	2:54	4:21	5:48
13:20	64	2:08	3:12	4:16	18:20	88	2:56	4:24	5:52
13:33	65	2:10	3:15	4:20	18:33	89	2:58	4:27	5:56
13:45	66	2:12	3:18	4:24	18:45	90	3:00	4:30	6:00
13:57	67	2:14	3:21	4:28	19:10	92	3:04	4:36	6:08
14:10	68	2:16	3:24	4:32	19:35	94	3:08	4:42	6:16
14:22	69	2:18	3:27	4:36	20:00	96	3:12	4:48	6:24
14:35	70	2:20	3:30	4:40	20:25	98	3:16	4:54	6:32
14:47	71	2:22	3:33	4:44	20:50	1:40	3:20	5:00	6:40
15:00	72	2:24	3:36	4:48	21:15	1:42	3:24	5:06	6:48
15:12	73	2:26	3:39	4:52	21:40	1:44	3:28	5:12	6:56
15:25	74	2:28	3:42	4:56	22:05	1:46	3:32	5:18	7:04
15:37	75	2:30	3:45	5:00	22:30	1:48	3:36	5:24	7:12
15:50	76	2:32	3:48	5:04	22:55	1:50	3:40	5:30	7:20
16:02	77	2:34	3:51	5:08	23:20	1:52	3:44	5:36	7:28
16:15	78	2:36	3:54	5:12	23:45	1:54	3:48	5:42	7:36
16:27	79	2:38	3:57	5:16	24:10	1:56	3:52	5:48	7:42
16:40	80	2:40	4:00	5:20	24:35	1:58	3:56	5:54	7:52
16:52	81	2:42	4:03	5:24	25:00	2:00	4:00	6:00	8:00
17:05	82	2:44	4:06	5:28	25:25	2:02	4:04	6:06	8:08
17:17	83	2:46	4:09	5:32	25:50	2:04	4:08	6:12	8:16
17:30	84	2:48	4:12	5:36	26:15	2:06	4:12	6:18	8:24
17:42	85	2:50	4:15	5:40	26:40	2:08	4:16	6:24	8:32
17:55	86	2:52	4:18	5:44					

These times are used to train for road races—not track races.

distance or until you are ready for another burst. You can use time (minutes) or distances (such as blocks or telephone poles).

Tempo runs—Other forms of speed work are great for building speed and power but have limits; hard running lasts for no more than 7–8 minutes, where a 5K typically ranges from 17-25 minutes and a 10K from 35-45 minutes. What is going to help you stay on pace for the entire race? This is where a tempo run is beneficial. These are runs faster than training pace but not quite at race pace. A good rule of thumb is to run these about 20 seconds slower than race pace. For instance, if your race pace is 7 minutes then you want to do a tempo run at a 7:20 pace. If you are training for a 5K, run 3 miles at this pace or—for a 10K run—5–6 miles. Always precede these runs with a warm-up mile, and then follow them with a cool-down mile. DO NOT run these at race pace—you will burn yourself out and risk injury. Save it for race day.

Develop Your Form

Good form is efficient form and vice versa. Correct technique opens the door to greater speed, comfort, and safety. A good running style involves a blend of all separate movements of the legs, torso, and arms so that you run with optimal mechanical efficiency. Generally speaking, good form looks "smooth."

Good form does not guarantee a personal record, but a poor style can definitely detract from your potential. To analyze and improve your style, you need to assess the parts of your body as they relate to running smoothly. Let's break these down and start at the top.

Head — Keep it poised over the shoulders and hips (good posture).

Shoulders and upper arms — Keep them relaxed. They basically provide balance and prevent your torso from rotating side to side (which wastes energy). Keep your shoulders above hips—don't hunch forward or thrust your chest forward.

Lower arms — Match your arm swing with your leg action. Keep your elbows close to your sides to minimize the tendency for horizontal movement. Elbows should remain flexed at about 90 degrees through the full range of the arm swing for most speeds.

Hands — Keep your hands relaxed but not limp.

Hips and pelvis — Flexibility and strength here are crucial to good running form. Lack of flexibility in the hip joint limits stride length. By increasing your mobility, you can run a more vertical, energy-efficient style. The hip/pelvis area accommodates the large muscles that generate the powerful force from the push-off foot and forward striding leg, so strength here is a key factor.

Ankle — Increase flexibility. Good mobility increases stride length and power. A good exercise for both strength and flexibility is the "alphabet." (Use your ankle to go through motion of all the letters in the alphabet).

Feet — Run straight. Try to run in a straight line or so your foot placements are parallel to each other to reduce the rotation or twisting.

By improving your form, not only do you look better, but you also perform better. Poor form wastes energy that you could be using to run faster. A good tool to help you improve form is to video yourself and other runners. Sometimes we actually have to see how we look to see what needs work. Everyone has both good points and points that need attention.

It Does Work

Yes, training takes some time and hard work, but a well-organized and proper training schedule will have you run-

ning faster times with less effort. As coach for the Principal team, it has been a great pleasure watching runners improve over the 2 years that I have been working with them. In the past, our company had simply asked people to volunteer to compete in the regional meet. There were no organized practices, and at times people didn't even know the person who was handing them the baton.

In the past 2 years we have had a track club. We start in early March with interval training on the track (road racers along with sprinters and middle-distance runners) and continue through the summer until Nationals. We take a break and start September 1 with more of a cross-country style that includes fartleks, hill workouts, and tempo runs.

Success Story

One of our 5K runners is living proof of what consistency, hard work, and determination can do for your training. Karla Van Hall started running about 5 years ago and had participated in several road races. She ran about an 8:30 mile. Two years ago, when the national meet was in Des Moines, we organized a few workouts, and she placed in her age group running a 23:11 5K—which is around a 7:30 pace. That inspired her to continue the speed workouts and her training. This past summer Karla was the overall winner of the Women's 10K at regionals, and ran a 5K P.R. of 19:55 (about 6:30 pace) at nationals. This summer she also improved her 20K time by 20 minutes in comparison to her 1990 time. This fall she did her first marathon (Twin Cities) in 3:37. Way to go, Karla!

Ch a P te r E i g ht

Preparing for

Field Events

*T*he field events are the only events within the USCAA that allow men and women of all age groups to compete in head-to-head competition. This is accomplished by having age-graded standards for both men and women. Scores are based on performance against the American record for that 5-year age group by gender.

Two field event categories are included on the list of USCAA official events. One category, the Team Jump, consists of the traditional high-jump and long-jump events. Participants in the Team Jump must perform both the high jump and the long jump. (Division II teams compete only in the long jump.)

The other category, the Team Throw, consists of the traditional shot-put and discus events. (The weight of each implement varies by sex and age group. See p. 36.) Participants in the team-weight event must throw both the shot and the discus.

Occasionally people will look at the field events and think that participants in these events have it easy, because they don't have to train. However, just as in the running events, the people who don't train either don't perform very well or beome injured.

The focus of this chapter is not to develop a person into a winning field-event performer, but rather to provide some suggestions for how to get started in learning the field events or redeveloping some old skills that haven't been used since school days. This chapter will also provide a few tips on how to get ready for competition.

Team Jump

The Team Jump utilizes many of the same muscle groups that are required in sprinting. Both the high jump and the long jump require speed to optimize performance. Both jumps also require strength, especially in the lower body. This strength should be developed through progressive weight training. It is strength that converts speed into lift. (Lower-body weight training should be done three times per week.)

The best way to learn the techniques of jumping is to obtain a video tape of a successful jumper. (If purchasing a tape from a sports catalog is not possible, record a televised competition, or have someone take a camcorder to a high school or college event and tape one or more jumpers from several different angles.) There are several different styles of jumping, so each person must find one that is comfortable for him or her. It would also be very helpful to find a coach or someone who is proficient in jumping to work with the jumpers and give them feedback on their style and technique. Another way to help improve jumping performance is to have someone video tape some of the practice sessions. This provides the jumper the opportunity to evaluate his or her own technique, as well as having a coach or team member to help by providing constructive feedback.

One good way to develop the body for jumping is to follow a training program that has been developed for sprinters. See the chapter on sprinting for suggestions.

Before jumping, warm up slowly by jogging for 5 minutes or so, to loosen up the lower body muscles. Next, do a series of leg stretches that loosen the hamstrings, the calves, the quads, and the other leg muscles that are critical to sprinting. Remember, the older the jumper, the more time is needed to spend on stretching before starting to jump.

After completing a workout, it is also a good idea to finish up with another series of stretches. Stretching at the end of a workout is effective for increasing the flexibility of the muscles. For the older jumper, stretching at the end of a workout is extremely important in order to stretch some of those muscles that have "shrunk" with age.

Team Throw

Contrary to many people's belief, the shot put and discus events involve much more than shoulder and arm strength. In fact, the strength of the back and legs are critical to the performance of a successful thrower. As is the case for all other track and field events, a well-conditioned body

Checklist for Field Events

Team Jump

- Follow a training program developed for sprinters.
- Follow a lower body weight program
  (three times a week)
- Get a videotape of successful jumpers.
- Get someone knowledgeable to coach the jumpers.
- Videotape some practice sessions
- Warm up and stretch muscles before jumping.
- Stretch at the end of a jumping session.
- Don't overdo. Build up the amount and intensity of your
  training effort gradually over time.

Team Throw

- Follow a weight-training program that develops the
  upper body as well as the back and legs.
- Get a videotape of successful throwers.
- Get someone knowledgeable to coach the throwers.
- Videotape some of the training sessions.
- Don't throw and lift weights on the same day.
- Don't overdo. Build up the amount and intensity of your
  training effort gradually over time.

is critical for peak performance. Both events require overall body strength, and the throwing technique is of equal importance in both events. Some people will throw well with all strength and little technique, and some will throw well with all technique and little strength. The outstanding throwers will have both strength and technique.

For developing strength, it is advisable to have throwers obtain access to a club or gym that has a combination of free weights and machines. An overall weight program that concentrates on upper body, back, and legs will produce

the best results. In addition, a program of running ten or twelve sprints of 50 yards each, three times a week, will be helpful. Standing in place and jumping up and down a dozen or so times for a series of three or four intervals with several minutes in between each interval is also helpful. These should be done three times a week also. These activities are targets that should be worked up to gradually.

There are several ways to develop technique. One way is to study an instructional video tape prepared by a top performer such as Mac Wilkins (discus) or Al Feurbach

Decathlon Scoring for Field Events

To score the field events, take the distance or height and convert to inches. Divide this mark by the record (converted to inches) shown in the table below, multiply by 1,000, and round up the result to the nearest integer. The result is the decathlon point score for the individual competitor.

AGE GROUP

		Through 29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Shot Put	Men	72'3"	66'6.5"	60'8"	54'11"	49'3.5"	54'6"	51'8"	55'4"	48'4"
	Women	62'8"	59'3"	55'10"	52'5"	49'0"	45'7"	45'2"	38'9"	35'4"
Discus	Men	228'0"	227'9"	216'3"	205'4"	193'2"	202'8"	190'0"	203'6"	185'4"
	Women	216'6"	216'3"	203'3"	191'11"	178'11"	165'3"	151'4"	137'11"	125'6"
High Jump	Men	7'8"	7'4"	6'11"	6'6"	6'2"	5'9"	5'5"	5'0"	4'8"
	Women	6'7"	6'3"	5'10"	5'6"	5'2"	4'9"	4'5"	4'0"	3'8"
Long Jump	Men	29'2"	27'6"	25'11"	24'3"	22'8"	21'0"	19'5"	17'9"	
	Women	23'0"	21'5"	19'10"	18'3"	16'9"	15'2"	13'7"	12'0"	10'5"

(shot put). These excellent tapes cover weight programs, training tips, and excellent throwing techniques. If purchase of such a tape is not possible, go to a high school or college track meet and videotape several of the better throwers, or record the events from a televised track meet on your VCR. If possible, find someone who can provide coaching for these events, and have them work with your throwers. It is also helpful to have someone tape the practice sessions of the throwers, so they can review their own performance.

As in all track and field events, proper warm-up and stretching is very important. Throwers should warm up by first jogging for a few minutes and then doing some stretching exercises for both the legs and the upper body. Lifting and throwing are not recommended to be done on the same day. Ideally, throw three times a week and lift weights on 3 other days of the week. Running and jumping can be done three times a week on either the throwing or lifting days.

Team Weight Throw

Two or three athletes, each throwing the shot and the discus, using the standard international weights for age and sex and decathlon-type scoring on an age- and sex-adjusted scale, with the summed score of the two best athletes in both events determining place.

Standard International Weights

	Shot	Discus
Men 49 years of age or under	16 lb	2.0 kilos
Men 50-59 years of age	12 lb	1.5 kilos
Men 60 years of age or older	8 lb	1.0 kilos
Women of all ages	4 kilos (8 lb, 13 oz)	1.0 kilos

Organizing a Team for the Corporate National Championships

Prepared by Kaye Donnelly, lifelong runner who was a key organizer of SRI International's running club and serves on the board of the Bay Area Corporate Athletic Association, with contributions from Lou Putnam, prime mover behind AT&T's perennially powerful running team and President of the United States Corporate Athletic Association.

*L*et's assume at this point that you have established a running team at your company and have competed in some local track meets and road races. The experience has been positive and has whetted your team's appetite for more competition. So, where next?

The USCAA National Championships—A Challenge Worth Tackling?

Each summer, usually in mid- to late July, The USCAA National Championships attract corporate track teams from around the nation. Both large and small companies join in a weekend of friendly but intense competition. Teams participate in separate divisions based on company size. Actual events change a bit from year to year, but you can depend on a menu of track and field events and road races that will challenge your open, master, and senior runners, both men and women. All events are team events, shifting the focus from individual performance to combined performance. The location of the meet moves each year as different regions step forward to sponsor the event. The site is usually at a first-class university track stadium. Most teams that attend find the experience so positive that they begin planning right away to return the next year. Many have made it the culminating event of their running year.

So, what is in it for your team to attend the next USCAA National Championships? From the perspective of teams who have made the trip, the benefits include:

· the special bonding among team members that grows out of taking on the challenge together

· a chance to test yourselves against committed corporate runners from around the country

· a fun trip and probably some medals to help remember it (medals are normally awarded to members of the top five teams in each event.)

Recruiting

Let's assume that you have decided to enter your team in the National Championships. One of the first things you will want to do is to assess your available runners against the events.

Check the event descriptions carefully. Even if you have a strong team, you may be missing some critical runners in certain age categories. See the chart in Chapter 3 for a quick overview. You should start recruiting early, no later than January; the fall is better. Get as many runners together as you can find, no matter how fast or slow they may be. Post notices on bulletin boards, use electronic mail, voice mail, talk it up to everyone you know—there may be several closet runners in your company. Invite the runners you talk to go for a run or have lunch (sacrifice?). If your company has other team sports such as softball, soccer, or tennis, look for runners within these sports. One company found their best female sprinters on the soccer team. These women had run track in high school and, in some cases, were burned out on running. It took some persistent persuasion, but they finally came out and loved it! Use all of your resources; no matter how slow runners may seem or say they are, they have a whole season to get in shape. There can be a place on the team for everyone who wants to run. If you have a very small team, you may want to consider forming a joint team with another company in your area. Most corporate meets allow small companies to do this.

Don't stop recruiting when you have "enough" runners; you will need to allow for injuries, vacations, and attrition. At this point you may want to form a running club and charge a nominal fee for dues ($5-$10). (These funds can be used for team activities, such as reductions in road race entry fees, etc.) The fee is not necessary, however. At a minimum, put together a mailing list with names, company

locations, extensions, and make sure that everyone gets a copy. Consistent communication is one of the keys to keeping interest high. It's a long time from fall to July!

Training

Organized track workouts once or twice a week give your runners a focus—from, say March, all the way through the Meet. Because the Championships are a team effort, these workouts get your team working together. Everyone at that location gets to know one another and it allows you to make realistic assessments of conditioning and capabilities. Twice-a-week team workouts have proved to be good momentum builder in the 2 to 3 months leading up to the meet. You can schedule these workouts at noon or after work at a local high school, junior college, or college track. It is important to continually encourage runners to do the workouts and conditioning to prevent injuries as the training intensity increases. Sending out notices that describe the workout planned can help get your runners focused.

Try to be creative with the workouts. You might want to do some hill sprints, drills, team relays, and time trials to break up the track workouts. Two or three time trials in distances from 220 meters to 5K are important to see where you are and will help you to begin to strategize for the races. Another way to benchmark your runners is to hold a dual meet with another company. All Comers' meets are often held weekly during the track season in major metropolitan areas. These attract some elite runners and provide excellent competition to simulate race conditions.

Another area to consider is the road racer category. Typically, there should be different workouts for short- and long-distance runners. Road racers generally do not like sprinting; therefore, try to have a longer distance workout for them, and get them together to do a few benchmark road races during the season.

As you progress with your recruiting and training, you will be assessing where your strengths and weaknesses are, which runners will have to run two or more events, and whether you even have enough runners to complete a full team. Most small teams have their strongest runners running the maximum number of events. The danger here lies in wearing them out and possibly diminishing the quality of their races. You may have to be prepared to substitute at the last minute. Alternatively, if you find you are spread too thin, you may want to consider running fewer events, with the possibility of medaling in that event but not in the overall team standings. This is a good time to look at your goals: win, place, or participation.

Now you are ready to put your team together. This is where a good team captain is invaluable in helping each runner set his or her race goals. Here the self-fulfilling prophecy comes into play. Using time-trial results and other runner-specific variables, you can set challenge goals for each race. These expectations take a realistic goal and push it to a stretch level—it's that mental and physical push that happens only in a race! It works!

Funding

As soon as the decision to go to Nationals has been made, you should look at the issue of funding. If you think there is a possibility that your company will fund all or a portion of the costs, submit a formal proposal and budget to the appropriate executive. Typically, by March, figures should be available for entry fees, transportation, and hotels; you can prepare your budget using this information, with additional allowances for any miscellaneous team activities and expenses. If your company can pay only a portion of your expenses, say only the entry fee, then you will have to consider other fund-raising activities such as raffles, T-shirt sales, etc., along with individual contributions to cover the balance. If team participation in covering costs is necessary, notify team members as early as possible for personal planning and allowance for those who may not be able to afford to contribute. (Fund-raising activities are covered in more detail in Chapter 11.)

Uniforms

Ordering uniforms can take from 6 to 8 weeks or more, depending on the size of the order, availability of sizes and colors, and your customization requirements. It also takes time to call all of your runners to get their sizes. Once you have done that and have identified a company to do the uniforms, be sure to order extras for new team members. Cost is another consideration. On the basis of what you anticipate your funding to be, you may want to consider having each team member pay a portion or all of the uniform costs.

In Summary

Early recruiting, conditioning, investigating funding options, and ordering uniforms are the keys to successfully putting together a team for the National Championships.

How to Put It All Together

The team effort can start at the very beginning by getting team members to take responsibility for specific tasks such as recruiting, workout coordination, funding, and uniforms. The closer you get to the Nationals, the more volunteers you will need to help. If you have formed a running club, this would be a good forum for establishing committees for Regional and National activities. If you do not have a formal running organization, you may want to hold regular team meetings to disseminate information and begin to set up committees and arrange for volunteers for the upcoming activities. It is always nice to have at least

two people per task, allowing for travel, etc. The following chart covers the essential tasks for which you may need volunteers and/or committees (additional information is provided in Chapter 12).

Organizing for the National Championships

Recruiting—Keep in mind that you may have to do some last-minute recruiting.

Communication—Should be consistent and regular through team meetings, team workouts, and correspondence.

Funding—Company and/or alternatives: fund-raising/ individual contributions.

Team roster—Volunteer needed to maintain and disseminate information in timely manner.

Training—Volunteer needed to arrange regular, weekly, and varied (time trials/hill sprints/relays) workouts.

Uniforms—Volunteer should obtain sizes, order, distribute, and store extras.

Entry Fees—Team captain should oversee payment.

Transportation—Volunteer needed to make arrangements, get information from team members, make reservations, arrange for payment, distribute tickets to team members.

Accommodations—Volunteer needed to make arrangements: determine number of rooms needed, make reservations, get information (bringing guest, etc.) from team members, make room assignments, arrange for payment, and send written notice with specifics to team members.

Local Transportation—Arrange for rental vehicle(s), if needed, in the Meet city, making sure everyone has transportation to and from the hotel and track, and make sure everyone has transportation back to the airport after the Meet.

Race Assignments—Team captain, or volunteer: send written notice with schedule of events and meet participation rules to each team member.

Team Dinner—Volunteer to make arrangements for team meeting/dinner in Meet city: find out number of team members plus guests and confirm with restaurant 1 week prior to Meet.

Team Supplies—Volunteers needed to arrange for miscellaneous supplies: fruit/snacks/refreshments/ice/first aid kit with anti-inflammatory medicine and plastic bags for icing down injuries/extra safety pins, spikes, and uniforms. Arrange for a tarp to provide sunshade at the meet.

Video—Volunteer needed to make sure camera is available with enough batteries; volunteers needed to operate the camera during the Meet.

Pickup Meet Information at Host Hotel—Team captain, or volunteer.

Road Race Numbers/Course—Team captain to make sure road racers have numbers and course map night before race.

Track Numbers—Team captain to distribute team numbers to all track and field participants.

National Post-Meet Party—Team captain to make sure everyone knows location of post-meet party.

Team Post-Meet Party—Volunteers to arrange for post-meet party back home and thank-you gifts acknowledging exceptional effort.

Now that you done it, take a little rest—you deserve it—then start planning for next year. The next one will be easier!?

ChaPteR Ten

Arranging for

Uniforms and

Equipment

*W*hat to wear, oh, what to wear? This lament can apply even to the task of securing the "right" uniforms for your team. Finding just the right solution that fits your budget, pleases your runners, and meets your company's guidelines for corporate correctness can become a bit difficult. Here are some practical suggestions.

Design Considerations

Start with the corporate identity that you want to achieve with your uniforms. Does your company have a corporate logo that you can use? Are there restrictions covering how it can be used? In many larger companies there is a corporate communications/marketing function that is able to answer these questions and provide design assistance. We at Boeing have such an organization that oversees the use of our corporate logo. They answered our questions and even designed our team logo. They also provided the camera-ready copy that the silk screener needs.

Once you have a logo, you will have an idea of appropriate colors for the uniform. You will need to decide how far you want to go with the uniform. A singlet alone will provide the minimum needed to look like a team. Matching running shorts complete the basic gear. From there, the options include jackets, tights, warm-ups, hats, etc. These optional purchases can be at the individual team member's expense, but any customizing typically requires a minimum volume and thus requires some advance planning.

Finding a Supplier

You can work with your local running shoe store to identify supplier options and secure price quotations. The store will normally pass on volume discounts and perhaps offer to reduce its own margin in exchange for your team's business. You can also find supplier ads in running magazines. Another way to find a reliable supplier is through an experienced race director. You can also work through the silk screener you plan to use. High school coaches can also direct you to reliable uniform suppliers. In all cases, be sure to look at an actual sample, not just a picture, before you choose.

There can be significant price discounts for larger volume orders. The price of the silk screening per singlet also drops with volume because of the setup costs. Therefore, it pays to anticipate your future uniform needs and consolidate them into as large an order as you can reasonably justify.

Funding

You will obviously want to have funding for uniforms pinned down before you get to the point of ordering. However, some competitive price quotes—together with pictures and a logo to help your potential corporate patron visualize how impressive your team will look in the corporate uniform—are very helpful in making your case for financial assistance.

If you need to pay for your own uniforms, you will want to give team members an opportunity to state their preference with regard to quality, price, and design. Your team members are more likely to want to purchase uniforms if they are pleased with what they are buying. Because opinions can vary widely on this topic, avoid an open discussion at a large meeting; instead, use a representative committee to develop limited range of choices. Then poll all interested members for preferences.

Equipment

As with uniforms, you will want to identify several viable suppliers. You can either work through a local running/sporting goods store or shop directly from supplier

catalogs. *Track and Field News* is a good source for identifying suppliers and ordering their catalogs.

Some equipment you will probably want to purchase is listed below:

· Batons—at least three or four to cover both practice and meets. (Inexpensive and lighter than homemade, PVC-pipe batons. Engrave these batons as soon as purchased to avoid losing them at meets.)

· A set of starting blocks (Sprinters will need to practice their block starts if they intend to use blocks in the meet.)

· At least one shot and discus for throwers in each gender/age category

· A supply of replacement spikes 1/4-inch or less in length (You can correct any problems with well-worn spikes, i.e., too long to be acceptable on an all-weather track, too worn to be serviceable)

Other sundry items that you may want to add to your collection include:

· A tarp, complete with poles and rope, to provide sun-shade during those all-day meets

· A first-aid kit

· An extra-long measuring tape for your long jumpers

· A stopwatch with sufficient memory to log all the splits on those long relay races

Finally, you will have to figure out how to store and transport all this stuff—clearly an opportunity for some creative delegating!

Chapter Eleven

Raising Funds

Prepared by the following UNUM team members:

Susan Olson, Manager
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*P*utting together a viable team inevitably brings you face-to-face with the issue of funding. Whether it is purchasing uniforms, funding a team trip to the national championships, or merely paying entry fees for your first local track meet, you will soon be faced with the question of how to raise the needed funds. Your first option is assistance from your own company. Many companies provide support for employee sports activities because they recognize the value to the organization in terms of both health and morale. If your company has a fitness or wellness program, check with its coordinator about funding assistance. Your second option is the team members themselves. For example, an annual membership fee at a level that all participants can afford is common practice. Between company sponsorship and team member assessments, you may be able to cover most of your funding needs. However, many teams find that they also need to raise extra funds beyond those two sources. This chapter describes how one team, UNUM Corporation, based in Portland, Maine, raises funds to get to the USCAA National Championships.

In 1985 UNUM's health promotion program, Wellpower, began a track program as part of an effort to promote health, fitness, and team spirit. That year the track team had twenty-four members, held ten practices, and competed in the New England Regionals, placing fourth.

Since 1985 the team has grown to more than seventy members! The team practices twice a week throughout the track season (April–July in Maine), competes in five local meets (sponsored by the Maine Corporate Track Association), the New England Regionals, and the USCAA National Championships, winning meets at all levels.

There are some unusual things about UNUM's team:

· Most of the team members live in Maine and are able to practice, fund-raise, and build team spirit throughout the year.

· UNUM's track team, while managed within the corporate health promotion program, functions with several committees: an Advisory Committee, a Fund-raising Committee, and a Workout Committee. These committees make decisions on how track will work and about philosophy,

fundraising, and workouts. This has been an excellent way to bring quality and involvement to the track program.

· Track team members pay a fee (in 1991 it was $45) to belong to the team. This fee helps subsidize about one-third of the cost of the regular track season, including a track coach. In addition, UNUM subsidizes more than 40% of the cost of going to the Nationals. Team members raise the rest through fund-raising events and individual contributions.

· The team has developed a philosophy that emphasizes (1) high participation, (2) excellent conditioning, and (3) having fun. This philosophy allows a focus on all members, not just the stars. They encourage all active members to go to the National Championships. This has meant a greater fund-raising need, but has also helped the team maintain its spirit and cohesiveness.

How UNUM Track does Fundraising

UNUM's track team began fundraising to get to the Nationals in 1988. The team formed a Fund-raising Committee of six to ten track team members who meet regularly throughout the year. This committee takes care of issues such as:

· methods of fund-raising

· selection of fund-raising opportunities to be supported by the team

· organization of fund-raising events.

The Fund-raising Committee considers several issues when assessing proposed activities. These include:

· the potential profit of the activity.

· the impact on coworker relationships (for example, selling candy)

· the image the activity portrays (is the image one that the team, or UNUM, wants?)

· the time commitment involved with the activity and its impact on members' home and work responsibilities.

All fund-raising events are reviewed by the Human Resource Division to be sure that the team is in compliance

with UNUM's solicitation policy and that the event will not conflict with UNUM's image. UNUM's solicitation policy prohibits directly selling goods (raffle tickets, candy) during work time. The team can set up tables and sell raffle tickets, for instance, during lunch time. In addition, all track team fund-raising activities are sponsored by UNUM's employee association, which provides a variety of employee services (dry cleaning, trips, photo development ...) and is the only organization allowed to run raffles at UNUM. The association also allows the team to deposit all funds in its bank account.

Types of Fund-Raising Activities

Over the years, the team has sold T-shirts and food at track meets, held garage sales and raffles, sold tickets to plays, cleaned UNUM workstations after office moves, and dropped off incentives on employees' desks. Below is the list of the activities in 1991, the number of track members who participated, and the money raised.

Raffle

UNUM's Track raffle ran over a 2-month period, giving away prizes in three separate drawings. The Fund-raising Committee planned and organized the raffle; then volunteers sold tickets individually and at tables at lunch. The first drawing was for a shopping gift certificate, movie passes, and free raffle tickets. The second drawing was for a chauffeured night on the town with dinner for two, gift items, and free raffle tickets. The third, and final, drawing was for a trip for two valued at approximately $800 (negotiated with a local travel agent).

Results: 37 people manned ticket sales tables, for a total of 60 hours. $1,000 to implement, with a $1,932 profit.

Candy

Each year the team buys fund-raising sized candy bars from a wholesaler and distributes the candy to volunteer sellers throughout the company. Candy is left out near a workstation during the day for help-yourself service. The candy is sold for $1 a bar. One person on the Fund-raising Committee works with the wholesaler, several people act as building/floor distributors to get the candy to individual sellers and to collect the money the sellers make. Results: 31 sellers, 5,000 bars sold. $2,500 to implement, with a $2,500 profit.

Workstation Cleaning

During the year, UNUM moves offices from one building to another, redesigns offices, or adds office space. Once a move is completed, the workstations need to be cleaned. UNUM hires the track team to clean the workstations/cubicles. This involves wiping down desk tops, drawers, walls, and furniture and vacuuming all floor space.

Results: 50 cleaners, 452 hours of work. No cost to implement, and a $4,050 profit.

Desk Drops

UNUM has a program under way to familiarize employees with UNUM's customers. An example of this is the delivery of "gift bags" to employees with samples of products from companies that UNUM insures (e.g., Marvel Comics, greeting cards, and the like). UNUM's track team members (they're fast!) deliver these products to the desk of each employee.

Results: 47 delivery persons, six drops approximately 1 hour each. No cost to implement, with a $2,350 profit.

Theater

This was a first-time experience for the team in 1991. The team rented a local community theater performance, the Pirates of Penzance, paying for one-third of the seats on a weeknight. Whatever seats the team sold beyond the one-third we purchased would be profit. Tickets were sold individually and at tables during the lunch hour.

Results: 39 people sold tickets. Of a possible 300 tickets, 152 were sold, with a profit of $960.

Allocation of Track Team Monies

Over the years there have been a number of fund-raising challenges. These have included getting new track members to participate in fund-raising, recruiting new committee members, encouraging team members to volunteer as point people to organize an event, and getting team members to participate.

The way funds are allocated to members can either add to or help solve some of these problems. The system that has evolved at UNUM provides a useful framework for overcoming these issues. Here's how they do it:

UNUM track team members put hundreds of hours into fund-raising during the course of the year to lower the cost of traveling to the USCAA Nationals. Each year the Advisory Committee, the team's governing body, works closely with the Fund-raising Committee to establish an effective method of distributing fund-raising monies.

In 1988 and 1989, all team money was split evenly among participants in the Nationals, regardless of participation in fund-raising events. This system provided little incentive to fund-raise and a core group of 10-15 individuals performed most of the fund-raising for the entire team.

In 1990 they moved to an **effort-based merit system** to distribute fund-raising money. Individuals earn points based on their participation in fund-raising activities. The points are based on the relative effort of each activity, not on the dollar worth of the activity. For example:

· Office cleaning effort is rewarded with one point for each hour worked because coming to the office on a Sunday night to scrub desks and drawers is considered the most difficult (and unpleasant) task.

· Candy sales are rewarded with one to three points

depending on the amount sold. Points are capped at three because selling candy is a low-effort activity.

· Coordinators (point people) of activities (e.g., the candy distributors in each building) are given extra points for their work.

· Members of each team committee (Fund-raising, Advisory, and Workout) are assigned extra points by the Chairperson of the committees based on participation in the committee.

At season's end, the points are tallied, and the National team is sorted by fund-raising participation. The Advisory Committee divides this list into four or five groups based on points earned. Each group is assigned a dollar payout. UNUM's contribution is distributed evenly across all track team members competing in the Nationals. This amount, along with each individual's fundraising allocation, is used to offset the actual cost of going to the National Championships. In a recent year, the top group of fundraisers each paid a minimum amount of $50, the next group $85, and the lowest group $225. The average out-of-pocket expense was $100. The groups are adjusted several times until they are comfortable with the result. The listing of points and names is not shown to the entire team to avoid creating unnecessary conflict over assumptions about the relative effort required by each fund-raising activity. Grouping members by general contribution level keeps the process simple and reasonable.

Results, since switching to a merit-based system, have been excellent. Participation has risen to more than 90% and funds raised have doubled. Also, members have few complaints about the allocation methodology. The top fundraisers are recognized for their effort, but individuals on the low end of the scale are still being subsidized by their teammates.

A key ingredient in UNUM's track team fund-raising allocation is the setting of individual expectations. Everyone understands that the more they work the less they will have to pay. They also do not expect a dollar-for-dollar payback on their efforts, because UNUM must compensate coordinators and committee members. Furthermore, because members know they will be lumped into a large allocation group, arguments over minor discrepancies are avoided.

The team faces some new and some ongoing challenges:

· creating opportunities for track team members that are not based in Maine to fundraise

· continuing to add new members and new ideas to fundraising efforts each year

· continuing to maintain, and even increase, corporate financial support

· helping members balance the fund-raising effort against the payoff so that all members have a chance to participate in the National Championships without some team members burning out in the process.

Chapter Twelve

Pulling it All Together: The

Role of the Team Captain

Who is the team captain? The team captain may vary from company to company, from event to event and from year to year. The captain may be the head of a running club, its race director, or an appointee. It may be a small ad hoc group of individuals determined to get to a particular event, someone from the wellness/fitness area of the company, or someone hired by the competitors to coach and captain the team.

Sometimes it's just the person who seems to take on the responsibilities for a given year—or year after year.

What does the team captain do? The job of the captain also varies. In some cases, the captain may be able to focus on the team only, leaving the operational decisions, such as room arrangements, uniforms, transportation, and funding to others. In other circumstances the captain may be in charge of everything, but delegating wherever possible.

Whatever the captain's role, the captain probably needs to know some or all of the arrangements being made. Therefore, you need to make the following arrangements to get a team to a national competition. For local events, some of the arrangements will not be necessary; for some events, arrangements peculiar to those events will be required. Whatever the case, the following list can serve as a guide.

Prerace

Funding: Before you can ask people to join your team, it helps to let them know what their financial outlay will be. Will your company help fund the team? If yes, what will they pay for? If no, will you be involved in some fund-raisers? If you fund-raise, how will you distribute those funds? (For more on fund-raising, see Chapter 11.)

You also need to know how you will pay the entry fee. Can you get funding for that, or do you have to collect from team members? How about uniforms? Transportation? Housing? Sometimes, if you look, you can get different areas of your company to pay for different costs.

Funding the entry fee is key. Once you find that money,

you can tell everyone you are going to the meet and begin to get organized.

If any funding is coming from the company or the team itself, someone needs to apportion the money and advise the team of rules and reporting (if any) connected to getting or spending the funding received.

For example, at CIGNA we have found support in different areas of the company in different years and received varying degrees of funding. For the most recent year, rather than look for large amounts to fund the team, we asked competitors to ask their own managers to fund their trip to the Corporate National Track and Field Event. The amounts and the reporting, then, were between individuals and their management. Those who could get funding or were willing to pay their own way were automatically on the team. Those who could not get funded by their own management or were unwilling to pay their own way were eligible to receive the company funding that was available. These people were picked on the basis of merit (i.e., their potential ability to score) and their prior support of our team's efforts.

For those on the team budget, we paid the lowest airfare from their city of origin—no more—and 4 nights in the dorms, double occupancy. An area of the company that pays for uniforms and entry fees for all our company teams paid for those items.

For the first time, we insisted everyone on the team budget book travel through our budget code—thus avoiding all but a few travel books to settle.

Recruiting: Some companies have running teams. Other companies just have runners who get together as the spirit moves them for various races.

If the team captain wants to put together the best possible team, then the team captain needs to know where the best competitors are.

At CIGNA, we have people all over the country—and, when we can afford to get them to the States, all over the

Summary Checklist for Team Captains and Team Organizers

- Establish recruiting and information system
- Secure adequate funding
- Pay entry fees
- Secure and distribute uniforms
- Arrange transportation
- Reserve and organize rooms
- Make other travel arrangements
- Establish participation rules
- Coordinate regular team communications
- Maintain team roster
- Arrange for tarp at meets
- Organize premeet team meeting
- Distribute numbers to participants
- At track—register teams, time events, check official results
- Conduct postmortem and begin planning for next year!

world—who can contribute to our team.

The trick is to find them and to keep track of them. (See Chapter 3 for a bunch of both practical and creative ideas for recruiting runners.)

We have begun to send notices to our field offices all over the country. It's tough to get the notices into the right hands, but when you begin the process, the team grows as the word spreads.

In addition, some of our team members travel, recruiting as they meet runners and field athletes in other CIGNA offices.

Several of our team members keep an up-to-date information system on their computers, and a number of us, including the team captain, have discs to update the list. The list includes: name, gender, birthdate, phone number, routing/address, state, times/distances, funding status. We can sort according to age and gender, state, name (alphabetically), and funding status.

Normally, the meet will have a host hotel. It is very importatnt to make reservations as early as possible. The host hotel usually books up quickly.

Note: We always ask for birthdate—not age. Age requirements vary from race to race, so we do the math rather than hope each runner knows the individual meet rules.

Each year our list grows, even though we lose a few people to injury, other interests, or other companies.

Rooms/travel/housekeeping: Rooms for the meet need to be reserved in advance. Someone needs to take responsibility for deciding where the team will stay and calling ahead for space. If anyone on the team wants to stay away from the team, that person needs to take responsibility for making arrangements (and, on our team, paying for them). At the meet, someone needs to be the liaison—checking the attendee list, answering team and host questions, straightening out areas of confusion, and, eventually, seeing that the bill gets paid.

Travel can be booked by individuals under whatever constraints the team sets. In some instances money can be saved by asking the whole team to travel together. In other circumstances, individuals can make whatever reservations work for them—tying this trip into a business trip, for example, or combining it with a vacation.

Whatever the travel arrangements, some coordination can be helpful in getting team members to the race site more conveniently and inexpensively. Some coordination is essential, however, to know when team members are planning to arrive—so you know when to expect them—and when they plan to leave. You cannot afford to schedule competitors to compete before they are likely to arrive or after they plan to depart!

Communication: As teams grow, it is essential to have a means to get information to team members. A computer information system is helpful, particularly if you can use it to print labels. If your company has E-Mail that reaches most team members, you can use that too.

If you use the phone, prepare to put your job on hold (and maybe, on the line) as the race approaches. Our experience is that it is best to ask team members not to call. Phone calls can never be eliminated—but they can be restricted to relatively reasonable amounts, particularly with the availability of a fax machine.

Some companies or company running clubs have newsletters which can be used instead of or as a supplement to other communications.

You need to communicate a number of matters. First, you need to let people know that you are looking for competitors. We normally send out mailings immediately after the National Meet—when everyone is still inspired—and again at the first of the year.

Around the end of the first quarter, we send out a request for interest in the Nationals, Regionals, and other corporate races. For the Regionals and other races, we try to get different individuals involved in organization and integrate their efforts into our planning for the Nationals.

Several more notes go out regarding the Nationals: a second request for interest, together with a note regarding funding status; a note announcing team membership or telling competitors that they are welcome to come at their own expense; a note requesting information—flight arrangements (or other travel arrangements) and expected arrival time, need for the team's dorm or hotel rooms, confirmation of funding status, updated competition results; final memo with time and place of team meeting, our expectations of the competitors as representatives of our company, and last-minute housekeeping.

We always remind our team not to check racing shoes with their luggage, since an untoward incident in 1984...

Roster: The last memo should also include the tentative roster and events schedule. People like to know what events they will compete in—and when those events will occur. Ideally, people would like to know this information well in advance of the meet, so they can train properly. Realistically, advance notice is tough, especially with the many gender/age requirements in the corporate track meets. A lot depends on who is coming, who is injured, and who is in the best shape!

Uniforms: Somebody has to order uniforms and get them paid for—in time for the meet. Comfort, price, appearance, and availability are all key.

Protection from the elements: Most teams will need to buy or rent some kind of tarp for protection from rain or rays. A tarp has to be ordered, paid for, and set up at the race.

At the Race
The captain cannot do everything, but the following has to get done!

- **Team meeting and housekeeping matters:** Prior to the race—the night before, in the case of the Nationals—the team needs to get together to become a team.

- Team members from different divisions and locations need to meet each other, meet their relay teams, and understand what needs to get done and who will do it.

- In addition, numbers need to be distributed—and someone needs to be the designated numbers person for people who can't make the meeting.

- Uniforms need to be distributed, if they haven't been already, and someone has to be appointed as the designated uniform person for people who can't make the meeting.

- Final rosters need to be distributed, with the caveat that the roster is never final until the event in question has begun.

- If you have specific rules to share, this is a good time to share them. There are a few rules that must be stressed (to avoid disqualification).

- Baton Exchange Zones are critical. Makes sure all your participants know where these zones are. The officials will describe the zones. If your athletes are uncertain, have them ask questions of the officials.

We like to know where everyone is each day—if they are not at the track. Last-minute substitutions for injured competitors require our knowing where everyone can be found.

We also feel it is important to recognize that we represent our company, and we should behave accordingly. In addition, because some of our subsidiaries have names

different from CIGNA, we remind our team that we represent CIGNA and not, for example, Connecticut General Life Insurance Company or CIGNA Health Plan.

At the track: Someone needs to fill in the proper forms to register the teams, and make sure each relay has the form prior to check-in. Some team members need to time runners—for the data base, for subsequent events, and for the runners' own information.

In addition, someone needs to check and verify results. If necessary, someone may need to file a protest and inquire into apparent infractions. It is helpful to everyone if the team can supply water and essential nutrients for everyone to share. And someone needs to keep track of the batons!

Postmeet Party

After the Nationals Meet, a postmeet party is held. This is a near must for your team, because it captures the spirit of the championships. Dinner and dancing are on tap. We have found that many athletes, even if injured, attend the Nationals just for the postmeet party.

After the Meet

It's time to share results and to get everyone ready for other corporate races and next year's event. After a postmortem, the process begins again. The organization, communication, and plans for streamlining the process begin as soon as the meet is over. In addition, team captains are a chief source of suggestions on how the meets themselves can be improved and run more smoothly. Some of the postmeet energy goes into intercorporate as well as intracorporate work.

The Team Captain

The team captain—volunteer or paid coach, committee or individual, ad hoc or duly elected—has an important role to play. The many facets of the captain's job can be kept or delegated or shared. The team, however, does not get created and does not compete without a driving force.

The team captains are a major part of that driving force—supporting corporate athletics and wellness through time and energy and effort.

Chapter Thirteen

Putting Together

a Team Strategy for

Competitive Events

WIf your experience is like that of most of us who have tried to field a really competitive team, you are probably faced with a few gaps in the lineup. It could be that you are missing a submaster woman who can run a strong 400 meters , or maybe one of your key runners just injured himself, or you lost some multisport enthusiasts to the big softball tournament that happens the same day as the track meet. Whatever the cause, the dilemma is the same—how to put together a competitive lineup with limited resources. Here are some tips and suggestions that may help (or at least let you feel that you did all you could under the circumstances):

Before the Meet

· Make sure your runners know the date of the meet and get it onto their calendars.

· Talk with all of your runners about what they would like to run—how far and how many events. People are more likely to commit to preparing for the events they really want to run. (And if they tell you, "whatever will help the team," you then have free license to improvise.)

· Use time trials or tune-up meets to get a good estimate of your runners' capabilities.

· Let your runners know well in advance the events in which they will be participating, so that they can prepare physically and mentally.

Planning the Line-up

· Some meets, including the USCAA National Championships, calculate team scores by first dropping a designated number of a team's lowest scoring events before determining the team's total score, This allows you to make some important choices:

– First, determine whether you have enough runners to compete in all events. If not, then you will want to enter events for which you can field the strongest team and still cover enough events to participate in the net number that will be scored. (In most corporate events, because points are awarded for participation, a slow performance is preferable to a "scratch" if the event will count toward your total points.)

– Assess those events in which you have the best chance of doing well and those that are your weakest. Put your strongest runners where they will count the most.

– If you have runners who are not likely to be competitive but deserve an opportunity to participate in a track event, consider whether you can use them in events where you might otherwise not enter a team. Remember also that the road race events allow unlimited entries, so everyone can participate.

– Sometimes the time schedule of events will dictate which events to emphasize. Because some of your runners will probably be participating in two or three events, you will want to put them in events that allow an adequate between-events rest.

· When you are planning, it is useful to do some "what if" scenarios regarding injuries. When adult bodies try to do what they remember their teenage bodies once doing, especially in sprint-oriented events, sometimes muscles get pulled. Runners cannot easily be substituted in some events such as the Executive Relay and the President's Relay, so don't jeopardize those events by risking an earlier injury.

· If the meet has preliminaries and finals, you face a

balancing act between running fast enough in the preliminaries to qualify for the finals without tiring out your best runners so that they won't be able to run their fastest in the finals. The best strategy is to run the preliminaries just fast enough to qualify with a comfortable margin. Use alternates in the prelims if you have that luxury, and put your multievent runners on the final legs if possible so that they have the option of coasting in if the lead is sufficient.

· If you will have runners from different locations running on the same relay, it is probably best to arrange your baton-passing protocols well in advance. It is often impossible to practice baton passes on the track at the meet itself.

· Some events allow you to tinker with the order of the runners. (For example, whom do you run first: your women 200-meter runners or your men 200-meter runners?) The conventional practice is to run the slower runners before the faster runners so that you are more likely to catch others than to be caught by them. However, there can be good reason at times to vary that practice—for example, to make a critical baton exchange far enough ahead of the field to avoid the possibility of distractions, other runners cutting in front of you, or even a collision.

Adjusting Your Strategy at the Meet

At the meet itself you will need to size up the quality of the competition, adjust for any last-minute injuries or drop-outs, and chart your team's standing as the meet progresses.

· Record the individual time splits for each runner on your team. The runners will want to know how they did, and you will be better able to assess any adjustments you might need to make in the lineup.

· Make sure that runners know when their events are scheduled, where they can warm up, where they need to check in, in what order they run, and how to do their baton exchanges. Sometimes the simplest miscommunication can create a major mistake.

· If you can learn how many teams are entered in specific events, you may discover that a given event is not being competed as strongly as others. You may consider adjusting to be stronger in that event.

· In some events runners get spread out, and your runners may not be able to size up where they are in the field during the race without some calibration from teammates on the sidelines. Posting members of the team at strategic points to call out where they are in the field of competitors can be very helpful.

After the Meet

· Always take time after the meet to sort through what worked and what did not. There is always something to be learned. Get the impressions of everybody who participated.

· Use the video, if you made one, to help review what happened.

· Take time to analyze the meet results when you get them to identify where, with some improvement, you could move up in the standings.

· Finally, celebrate as a team what you accomplished. That is half the fun, and it continues the building process for your next big adventure.

And Finally, Some
Acknowledgements...

Putting together a publication like this with the voluntary contributions of busy business people (who would really rather run than write in their spare time) is definitely a labor of love. And that is indeed the spirit in which we have created this collection of whys, whats, and hows of Corporate Running. We offer it to you in the hope that you and your team will also experience the good things we have had the opportunity to experience through our association with organized running at the workplace.

The efforts of a number of people were critical in moving this source book from "a good idea that would be nice to have" to its current form. They deserve special thanks for their contributions:

The chapter authors/coordinators, who tried to distill the art and skill of their particular topic into just the right amount of useful information:

Jane Arnold of CIGNA

Fran Brennan of UNUM

Frank Burnette II, a partner in his Des Moines law firm

Kaye Donnelly of Gilead Sciences

Jeff Frayser of Gemini Consulting

Susanne Hook of Principal Financial Group

Dave Krell, a retiree of U S West who now teaches elementary school

Hank Lawson of Maxtor

Stan Lewis of Hughes

Lou Putnam of AT&T

Robert Radnoti of Exxon

Dave Shogren of Boeing

Thanks also to *Ed Claassen* of SRI International for playing the organizer/editor role, so critical to pulling off a team effort like this. A special debt of gratitude goes to *Christine Dame* of SRI, whose desktop publishing skills and creativity turned our bland layouts into a visual pleasure. Finally, a genuine appreciation to *Robert Radnoti* (again) for the original vision and encouragement to put this all together and for the overall leadership he has given to Corporate Running in America.