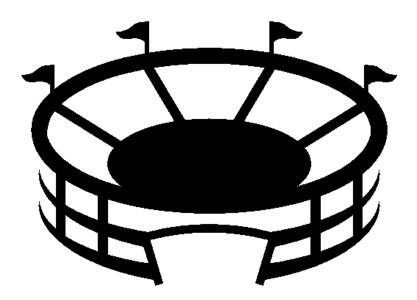
To Dig or Not to Dig: The Stadium Showdown!



This material was developed by Karin Larkin, Ph.D., and is intended for classroom discussion rather than to illustrate effective or ineffective handling of administrative, ethical, or legal decisions by management. No permission or compensation is needed for classroom use as long as it is acknowledged to be the creative work of the author and the UCCS Daniels Fund Ethics Initiative. For public action or electronic posting, please contact the UCCS Daniels Fund Ethic s Initiative Collegiate Program at UCCS College of Business at 1-719-255-5168. (2021)

Modified by Karin Larkin from activity created by George Brauer and distributed by the SAA

TO DIG OR NOT TO DIG - THE STADIUM SHOWDOWN

The city of Denver has acquired land for the construction of a new football stadium that will house its NFL franchise. The new facility will require construction of a highway extension, an interchange to connect the stadium with a nearby interstate highway, and an access way for an extension of Denver's light rail system. In compliance with federal and state laws, the proposed rights-of-way, which pass directly in front of the stadium, must undergo an archaeological survey to determine if any cultural resources would be impacted during construction.

After several weeks of intense field site testing, archaeologists report that the site is of tremendous scientific and historical value and could help answer many questions concerning Denver's and Colorado's aboriginal past. Archaeologists report that they have in fact uncovered an extensive concentration of human remains deposited in numerous large ossuaries. These remains have been identified by a forensic anthropologist as being Native American. Archaeologists, in compliance with federal and state preservation laws, halt further excavation and notify the Native American Tribal Council of the Colorado Commission of Indian Affairs. Tribal leaders visit the excavation site and immediately identify many of the uncovered artifacts as ancient ceremonial burial objects. Upon further investigation, tribal leaders inform archaeologists that the proposed stadium and highway construction site is the location of a cemetery of their ancestors, and that it has significant religious and heritage values to Colorado's Native American population. Tribal leaders demand that the site be covered again, and left undisturbed with no further archaeological excavation or stadium construction.

This demand sends shock waves through the Denver community, which has long sought the return of an NFL Team to the area. The Governor, the Mayor, members of the City Council, and Colorado's Congressional Delegation urge the immediate formation of a task-force charged with the task of making recommendations on the request of the tribal council. The task-force is composed of the following:

- Stadium Building Authority
- State Archaeologist
- Denver's Convention & Visitor's Bureau
- Landmark Preservation Commission
- Native American Tribal Council
- Urban Planning Commission
- Colorado Archaeological Society
- Denver Historical Society

- Owner of the NFL franchise
- Bronco's Fan Group
- Hotel Owner's Association
- Denver Economic Development
- RTD Regional Transportation District
- Professor of Archaeology
- Institute for Indigenous Resource Management
- Native American Rights Fund
- Small Business Association

In addition, the Mayor will serve as task-force chairperson AND the President of the City Council (whose ancestry is Native American) will serve as vice-chairperson.

TO DIG OR NOT TO DIG - THE STADIUM SHOWDOWN

This simulation encourages students to examine an ethical public dilemma. Through the use of role play, students will examine their personal beliefs and feelings concerning the protection of cultural resources, and evaluate possible actions they might take regarding the protection of those cultural resources.

LESSON OBJECTIVES:

- 1. Analyze conflicting points-of-view using a discussion format
- 2. Participate in a group centered decision-making activity focusing on a public issue
- 3. Apply laws affecting the individual and community in regards to development
- 4. Explore ethical considerations concerning the preservation of historical resources

LESSON OVERVIEW:

Many people care about past human activity, but people, business, and government often have different opinions about the value of cultural resources and whether or not they should be protected. Those who do agree on the value of a specific cultural resource may, however, disagree on the method used to protect it.

Places and objects from the past are the tangible reminders of our history and our heritage, and many of these remains from the past are endangered. The ethical issues surrounding the protection of cultural resources are constantly being debated. Archaeologists, heritage managers, and many politicians have adopted the ethic of conservation and laws designed to ensure the protection of the nation's cultural heritage. Many issues surround the use of the past; easily causing conflict within a community. The issues involved in the use of the past are often complex and strike at the very core of a citizen's personal values. Being a responsible citizen means being informed about these issues and taking informed and thoughtful actions.

This lesson will focus on an integrated archaeological and public affairs simulation. The simulation encourages students to examine an ethical public dilemma from a variety of community perspectives. Through the use of a role play strategy, students will examine personal beliefs and feelings concerning the preservation of cultural resources, and evaluate possible actions they might take regarding the protection of those cultural resources.

TO DIG OR NOT TO DIG - THE STADIUM SHOWDOWN

PROCEDURE:

- 1. Introduce the simulation and establish procedures for discussion of the issue.
- 2. Assign students to their role play scenario. Have students with similar opinions meet to plan a presentation strategy.
- 3. Have each group construct a graphic organizer to maintain a list of important points made by each interest group during task-force meetings.
- 4. Engage students in task-force discussions where they state their positions and proposed solutions to the problem. Task-force members should spend some time researching the background of similar situations.
- 5. Students are encouraged to examine their personal beliefs, laws, and ethics concerning the preservation of cultural resources, and evaluate possible actions they might take regarding the protection of those cultural resources.
- 6 Additional activities:
 - Write an essay that defines the role of special interest groups in political and social decision making.
 - Have students adopt an opposition viewpoint and write a news editorial defending that point-of-view.
 - Have students write an reflection/debrief discussing the issues presented, process, and negotiations made during the activity and relate those to applicable laws and codes of ethics.

TASK CARD: STADIUM BUILDING AUTHORITY

VIEWPOINT: You support building the stadium as planned. Cost of

construction would increase if site design changes are made to the original plan. Five years planning would be lost; besides there is no additional land available in the area that could

accommodate the structure.

TASK CARD: STATE ARCHAEOLOGIST

VIEWPOINT: You are in a difficult position since you are a state employee

appointed by the Governor and live and work in the city. You want to maintain a balanced position on the issue, but ethically you support preservation of all or at least a portion of the site

and its material remains.

TASK CARD: Denver Convention and Visitor's Bureau

VIEWPOINT: You support building the stadium. You know that the NFL

team will bring many visitors into town who will financially contribute to the city's revenue base. The team will foster business and the stadium will offer a facility for many other events during the off season. You feel that the stadium would

be a definite financial boon to the Denver economy.

TASK CARD: Denver's Landmark Preservation Commission

VIEWPOINT: You are opposed to stadium construction on the proposed site.

You want to preserve the site and construct an outdoor

preservation park. Your organization is willing to help fund

this project.

TASK CARD: DENVER HISTORICAL SOCIETY

VIEWPOINT: You are not entirely opposed to the stadium construction.

Construction might be delayed to allow controlled

archaeological excavations to record and remove all material remains. Efforts could be made to erect a museum to display artifacts within the stadium. You want to respectfully preserve

all physical remains removed from the site. You feel it is important to provide public interpretation so Coloradans can

learn about the state's prehistoric past.

TASK CARD: NATIVE AMERICAN TRIBAL COUNCIL

VIEWPOINT: You are opposed to any stadium construction on the proposed

site. You want all construction stopped and the site backfilled. The Council would support the site being converted into a memorial park dedicated to Colorado's Native Americans. If

construction continues, the Council will organize

demonstrations and economic boycotts against the city

government and the local business community.

TASK CARD: URBAN PLANNING COMMISSION

VIEWPOINT: You support stadium construction. Your office has been

actively involved in planning for the stadium. You feel that the stadium represents Denver's cosmopolitan image to the nation. It will also provide positive advertising for the city's tourist trade. Revenue from the stadium could support other important

urban renewal projects.

TASK CARD: INSTITUTE FOR INDIGENOUS RESOURCE MANAGEMENT

VIEWPOINT: You oppose construction of the stadium on the present site.

Your organization works throughout the state to help protect archaeological and burial sites. A burial site is sacred ground and should only be disturbed in an emergency situation. This is

not an emergency situation.

TASK CARD: ARCHAEOLOGY SOCIETY OF COLORADO

VIEWPOINT: If no other land is available for stadium construction, the

society recommends that an excavation be conducted to recover, document, and preserve all data. You also

recommend that Native Americans participate in all

excavation and analysis activities.

TASK CARD: NATIVE AMERICAN RIGHTS FUND

VIEWPOINT: The Fund is opposed to continuing the stadium construction.

Native American heritage sites have been destroyed throughout Colorado resulting in a major loss in Indian history. This situation offers an opportunity to protect an important historical site. Money isn't the only important thing in life. The fund is willing to support interpretive efforts

related to Native American heritage.

TASK CARD: OWNER OF THE NFL FRANCHISE

VIEWPOINT: You support the new stadium construction. You were

guaranteed that a new stadium would be constructed within 2

years if you moved your team to Denver. You have contributed 25 million dollars of your own money to

construction costs.

TASK CARD: Bronco's Fan Group

VIEWPOINT: You support the NFL team and the construction of the new

stadium. You represent 30 Bronco's Fan groups nationally that

have organized as social clubs to support the team and

community outreach programs.

TASK CARD: HOTEL OWNERS ASSOCIATION

VIEWPOINT: You support construction of the stadium. Several major hotel

chains are ready to start construction in the downtown area. Many construction jobs will be available for local workers. The hotels will also be available for conventions and visiting

tourists.

TASK CARD: DENVER ECONOMIC DEVELOPMENT

VIEWPOINT: You support construction of the stadium as planned. Your

research shows that an NFL franchise is worth 125 million dollars to an area's yearly tax base. Business in the city center

will benefit most. Several thousand service jobs will be created to help reduce the area's unemployment rate.

TASK CARD: REGIONAL TRANSPORTATION DISTRICT (RTD)

VIEWPOINT: You support stadium construction. The MTA has completed

all preliminary planning and survey for the roadways and light-rail access ways to the stadium. Costs to revise this work would be prohibitive. Any delays in the implementation of the present operational plans would seriously impact the

project's budget.

TASK CARD: PROFESSOR OF ARCHAEOLOGY

VIEWPOINT: You are against destroying the site to build a stadium. The city

already has a stadium. You feel that there are more important things in life than football. The site should be studies and the material remains preserved for the future. This site could be the most significant Native American site uncovered in the

state of Colorado.

SMALL BUSINESS ASSOCIATION OF DENVER

VIEWPOINT: You support stadium construction. Many small business

owners have opened new shops and restaurants while others are investing money for expansion. All are planning to hire additional help to meet increased demands. If the stadium is not constructed, many of these entrepreneurs could go out of

business.

TASK CARD: MAYOR - THE TASK FORCE CHAIRPERSON

VIEWPOINT: You must moderate the discussions of the task-force. You

support stadium construction because you feel that it will be good for the city. You must, however, remain open to all opinions and points-of-view. This is the most critical and

emotional issue you have faced as Mayor.

TASK CARD: PRESIDENT OF THE CITY COUNCIL - TASK FORCE

VICE CHAIRPERSON

VIEWPOINT: You must assist the Mayor in conducting discussions. You

have mixed feelings on the issue. This is mainly due to the fact that you have Native American ancestry, and are very

sensitive to issues concerning them.