



1st semester newsletter deakin university 2007

sports management

Welcome Sheila Nguyen!

Sheila has arrived from Los Angeles, California to join the Deakin sport management program as lecturer for the Sport Management and Sport Marketing Units. She has a Bachelor of Arts majoring in psychology and athletic medicine (University of Vermont), and a Masters degree in sport psychology (Temple University). Presently, she is completing her PhD investigating relationship marketing and corporate social orientation at The Florida State University.

Sheila is an avid golfer and has worked in the industry, specifically in international marketing/ licensing (PGA Tour), public relations (International Association of Golf Administrators/USGA), and corporate consulting with verticals of motion picture, television, and technology (William Morris Agency). She hopes to add value to the Deakin sport management program and looks forward to networking with the students, alumni, and Deakin community members.



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From the Head of School

by Professor David Shilbury



The 2007 academic year is underway, and I am pleased to report record numbers in our undergraduate programs and the Master of Business (Sport Management). It is clear that the introduction in 2006 of the online offering of the Masters degree has led to growth in enrolments. Our semester one intake for example, is about 70 with an even split between on and off campus students. Adding to the diverse student intake are 10 international students coming to us from India, Thailand, South Korea, Samoa, Singapore, Canada, China and Brunei. One of our international students has opted to study online from mainland China whilst working for the Chinese Football League.

Our undergraduate program profile is now more diverse in that we take students into the Bachelor of Commerce – sport management, the combined degree, Bachelor of Exercise and Sport Science/ Bachelor of Commerce – Sport Management and the Bachelor of Sport Development. The new Bachelor of Sport Development made a steady start with a small intake of 20 students. Over time, we will be marketing this course to key South East Asian and Indian destinations, given our perceived fit between these developing nations and the status of sport in these regions.

Our staff profile has also changed with Dr Keith Gilbert retiring during the second half of 2006, and the appointment of Sheila Nguyen from the US where she has been teaching at California State University.

Sheila has been appointed as a lecturer in sport management and is working towards the completion of her PhD. Her area of expertise is in sport marketing, with an interest in organisational behaviour.

Sheila will teach the Management class to the graduate group, and sport marketing to both undergraduate and graduate groups. More details of Sheila's background are included in this newsletter.

Congratulations to Gary Barclay, who, as detailed in this newsletter, was the 2006 winner of the Advancing Sport Award. Gary, a 2006 Master of Business (Sport Management) graduate, was appointed as the first General Manager of a Swimming Club in Australia in 2003. Since then he has clearly advanced his swimming club and managed ongoing tensions between administering a local swimming club, and that of managing a small but vibrant business. We are proud of Gary's contribution and I am sure you will enjoy reading of his achievements in this newsletter. Nominations for the 2007 award will be sought during the second half of 2007.

I trust that you enjoy this newsletter and our regular semester update and continue to do good things in your organisation. Enjoy another bumper year of sport events and action. ■

Sport Management Alumni Listserv: **A HUGE SUCCESS!**

Activity on the listserv continues as the numbers registered has grown to over 500. Numerous jobs continue to be posted, and

many graduates have posted jobs to the listserv on offer in their organisation. Details on how to register are shown below.

Send an e-mail to dsportmgt@majordomo.deakin.edu.au and in the subject area insert, subscribe. Then wait for an e-mail to return to confirm your registration. Before it returns to you it needs to go via Paul Turner for verification. Once registered, to send a message to everyone on the listserv send the message to dsportmgt@deakin.edu.au.



Advancing Sport Management Award

Congratulations to 2006 winner, Mr Gary Barclay

This annual award honours a graduate from Deakin University's Sport Management program who has contributed to the advancement of sport through their excellent managerial and/or administrative skills. The award is supported by the Bowater School of Management and Marketing and the Bowater Trust.

Gary Barclay, graduate of Deakin's Master of Sport Management, was appointed as the first General Manager of a Swimming Club in Australia in 2003.

Since taking on the position he has transformed the club in areas of governance, human resource management, financial management as well as business and swimming performance. The Nunawading Swimming Club is recognised as becoming the national benchmark in the way swimming clubs should be managed. The fact that this has occurred in one of Australia's most important Olympic sports should not be underestimated.

Through Gary's management initiatives, the Nunawading Swimming Club has been transformed from a local swimming club to a

sporting organisation run as a professional business. Gary's initiatives are providing Swimming Australia with a case study of where and how swimming clubs in Australia could be positioned in 10 to 20 years time. Along the way, Gary has consulted with many of the top clubs around Australia to assist them create a similar business model for their club. Gary has guided the club to streamline its governance structures, with the Board reduced from 13 to 5 members. The Board then introduced a new Swim Committee and Social & Fundraising Committee to coordinate day-to-day club activities.

The club has increased turnover from \$1.5 million in 2002/03 to \$2.12 million in 2005/06 and is on track for \$2.3 million this year. Staff numbers have increased from 75 to more than 150 in the last two years. The club has moved from a ranking of 47th in Australia into the top 10 Clubs in Australia in three years. The swim school business caters for nearly 4,000 children each week, up from 2,500 three years ago. There are more than 230 swimmers who train four or more sessions each week to compete at State and National level. The club is now seen as a leader and innovator in Learn to Swim and Competitive Swimming in Australia.



Gary's commitment to the club and his position has made an impression on all involved. Swimmers are achieving at the highest level, coaches are working on State and National programs and staff are employed in a stable, nurturing environment. ■

www.deakin.edu.au/buslaw/bowater/trust/index.php

Congratulations to
our recent graduates

THE DEAKIN UNIVERSITY SPORT MANAGEMENT PROGRAM WOULD LIKE TO CONGRATULATE THE RECENT GRADUATES ON THEIR ACHIEVEMENT AND WELCOME THEM TO THE ALUMNI.

MASTERS OF BUSINESS (SPORT MANAGEMENT)

Julien Duloutre	Heath Walker	Yuko Kasai
Leonard Hansen	Sajth Abraham	Andrew Lanigan
Chia Wen Hsueh	Gavin Corcoran	Alana Monk
Kipp Kaufman	James Dorash	Karen Norden
Brendan Pender	Michael Grant	Katherine Paterson
Michael Pocklington	Richard Harris	Christopher Tomlinson
Jordan Schultz	Benjamin Higgins	Andrew Whillas

GRADUATE CERTIFICATE OF BUSINESS (SPORT MANAGEMENT)

David Frost	Stuart Morgan	Rohan Robinson
Candice Hofton	Richard Piper	

HOT TOPIC

Career Transition Providers within the Australian Football League (AFL)

Brendan Pender – Masters of Business (Sport Management)

Career transition and its relevance within the professional sporting environment is often overlooked by both the academic world and sporting professionals. The sport of AFL is not unique and the post-career success of ex-players in the media and as senior coaches stimulates the public perception that upon retirement, most players forge successful careers. However such occurrences are rare and this prompted a Masters minor research project into Career Transition Providers within the AFL. It is important to define the term (career transition) as referring to the process by which a player's professional AFL career is terminated and he is forced to seek alternative employment and/or lifestyle.

The area of career transition is becoming increasingly important within professional sport. Increased athlete salaries and endorsements, more demanding time commitments of athletes to their sport and heightened media awareness of struggling past players have demanded greater awareness in this area. The sport of AFL is no longer the social pastime it once was where competing athletes could combine external careers with the demands placed upon them by football. The Australian Football League Players Association (AFLPA) has recognised this need and subsequently developed the Player Development Program within its organisation. The most recent AFL players' Collective Bargaining Agreement (CBA) acknowledged the importance of career transition and the preparation for it, by requiring all AFL clubs to have one person nominated for player welfare and development; more commonly known as Player Development Managers (PDMs).

The research approach undertaken was an analysis of the key career transition providers within the AFL. These were identified to be the AFLPA, the AFL clubs' PDMs and the key player management agencies represented by a number of key Player Agents (PAs).

The aim of the project was to compare and contrast the career transition services provided by each of these three key stakeholder groups, to determine whether it was a coordinated process and whether the adjustment to life after retirement from the AFL was being minimised. In addition, the level of career transition services provided by the key stakeholders was investigated, and also how these services varied at different stages of an AFL player's career and in particular; being drafted by an AFL club and retiring or being delisted from an AFL club.

Interviews were undertaken with representatives from the AFLPA, whilst at a club level, PDMs at all Victorian-based AFL clubs were contacted to gauge interest in participation. With respect to the PAs a number of the key player management agencies such as IMG and Elite Sports Properties (ESP) were contacted.

Results

All stakeholder groups recognised that career transition is an ongoing process that commences upon a player's inception into the AFL system. They acknowledge the important role that the AFLPA plays in this process and subsequently the AFLPA is viewed as a resource and a key provider of these services. The AFLPA have conducted significant investigations into career transition practices both within Australia and globally, however, the unique nature of career transition in the AFL has often made drawing suitable comparisons difficult.

The PDMs fulfil a similar role to the AFLPA, however, it is more individualised. Although there is no accreditation process currently in place for PDMs, many interviewed had a background in education. It was clear from the current research that PDMs have recognised the need for off-field pursuits, and as such, support a balance between players' football and educational or career pursuits. The nature of the industry warrants that their focus is on the present and although they state the level of availability that exists once a player retires or is delisted they acknowledge the vital role that the AFLPA plays in this stage of the process. The research highlighted the high level of interdependence that exists between PDMs and the AFLPA and additionally between PDMs at each of the AFL clubs.

The PAs perceive their role to be supervisory and view themselves as an independent body whose sole focus is the player they represent. They acknowledge the role of the PDMs, however, they allude to the fact that the PDMs responsibilities inevitably lie with the club, whilst theirs are with the player. The PDMs primarily take responsibility for issues relating to induction and housing, whilst the PAs are primarily responsible for contract negotiations, financial management and investment and marketing opportunities. It was clear from the results of this study that the PAs are increasingly working together with both the AFLPA and the PDMs. The PAs have recognised the level of expertise necessary to deliver a successful career transition program and realise the AFLPA's presence in this area allows them to focus on other areas of the player's life that equates to other stages in the career transition process.

Conclusion

Whilst no official structure was documented, the process of providing career transition services to AFL players does work. Deficiencies still exist, however, the process has dramatically improved over the past decade. All participants and stakeholders, although admitting there are areas of overlap, are aware of their roles and responsibilities and acknowledge the role that all participants

and stakeholders play in this process. Working together is the key to management of this process and the AFLPA as a governing body deserves credit for this. Through this cooperation, the objectives are predominantly being achieved; that is the provision of career transition services to AFL players and minimal adjustments to life after AFL football.

It is hoped that this research project, although relatively small in nature will stimulate further

research into an area that increasingly warrants greater attention. From an 'outsider' viewing the world of AFL football, the level of networking that exists between the different stakeholder groups is impressive. It is anticipated that the results of this research provides the participants with valuable assistance in their current roles. ■

How Volunteering Can Help Make Your CV Relevant

By Penny Heron - Sport Employment Australia

When assessing resumes of graduates, there is a marked difference between those graduates who have had work experience within the sport, recreation and events industries and those who haven't organisations – even those seeking graduates - are increasingly looking for applicants who have some relevant work experience.

It is a classic 'Catch 22' situation and frustrated candidates ask how they can get experience if no-one is willing to give them a go. The answer is volunteering.

It is well documented that sporting associations/clubs cannot survive without volunteers. Australia is in the fortunate position of having high levels of volunteer involvement in the adult population with the numbers currently sitting at around 41 percent.

Don't underestimate the importance of working at the grassroots level, for example, with participation programs

such as delivering an Auskick program. Another example is assisting the Treasurer at your local club.

Benefits of volunteering include the further development skills, knowledge and valuable work experience and references, and also an opportunity to meet new people and begin a network in the sport and recreation sector. ■



SPORT EMPLOYMENT AUSTRALIA OFFERS RECRUITMENT EXPERTISE TO THE SPORTING INDUSTRY IN AUSTRALIA. MATCHING INDUSTRY KNOWLEDGE, WITH SPORTING CONNECTIONS AND TALENTED CANDIDATES, WE ARE WELL PLACED TO SERVICE THE EMPLOYMENT OPPORTUNITIES IN SPORT. RECRUITMENT ACTIVITIES INCLUDE WORK WITH NATIONAL SPORTING ORGANISATIONS SUCH AS CRICKET, NETBALL, BASKETBALL, HOCKEY, BOWLS AS WELL AS STATE SPORTING BODIES.

SPORT EMPLOYMENT AUSTRALIA

Please call, in strict confidence, to discuss your recruiting needs, or your next career step. Contact Michael Catlow Claudia Fatone or Penny Heron Tel: 03 **9620 2766** or email your expression of interest to: jobs@sportemploymentaustralia.com.au For more details access our website on www.sportemploymentaustralia.com.au

WE ARE PLEASED TO BE ASSOCIATED WITH DEAKIN UNIVERSITY IN SUPPORT OF THE SPORT MANAGEMENT PROGRAM

ALUMNI PROFILE

Paving the Way for Player Success – Lucy Mills role as an AFL Player Manager

by Wallis Murnane



At this stage, Connors was the founding staff member of the organisation that was set up in 1999. It was certainly a case of 'being in the right place at the right time' for Mills who completed her practicum with the newly formed Connors Sports. Assisting the then small company with general office administration and finance related tasks; Mills was then offered part-time work at Connors Sports whilst completing her degree.

It was a star recruitment for Connors Sports and arguably one that would really establish the foundations for the growth of the organisation.

Having played competitive sports whilst at school, Mills always knew that she would like to work in some capacity within sport. The Deakin degree was a great step into the door for Mills however she reiterates the importance of industry contacts and networks. "It's hard to get involved in sport management organisations but students should make as many contacts as possible whilst studying. Don't be afraid to meet or approach people".

In addition to her Sport Management major, Mills also studied a Finance major. She has found that this study in Finance has enabled her to have an understanding of the budgets and investments that she is involved with day-to-day when dealing with AFL players.

Her workdays are far from typical and involve anything from organising photo shoots or player appearances, meetings with AFL clubs, and taking players to meet stockbrokers, financial planners or accountants. Her days can involve anything at the last minute and her role certainly doesn't fit the Monday to Friday, 9-5 mould.

Although Mills attends a number of AFL, VFL, SANFL, WAFL and U/18 matches through the football season, her perspective is not that of fellow spectators. Her focus is usually towards building networks with potential clients and their families. With a number of interstate players managed by Connors Sports, Mills travels interstate a number of times throughout the year however has not encountered an issue with managing interstate players from the central Melbourne Connors Sports office.

A recent achievement for Mills has been her successful accreditation with the AFL Players Association. Mills and Connors identified that Mills was undertaking much of the general management of the younger players in the draft and was involved everyday with them. Her position naturally evolved and Connors was supportive of her seeking the AFLPA accreditation. The first female to achieve the AFLPA accreditation, Mills has featured recently in both The Age and Herald Sun newspapers. Her profile quickly building, Mills found that the AFL players were 'surprisingly supportive' of her desire to become accredited with the AFLPA.

Working in an industry that is often described as male-orientated, Mills found that it took a while to earn the respect of players however found that if you do your job well – this follows just like any other industry. Often staffing the office whilst Connors was out, Mills naturally found that she was assisting the AFL Players with their enquiries. It didn't take long for them to realise that she was just as capable as her male counterparts.

Although elements of her role are more interesting to others Mills does not see her role as all glitz and glamour. Although from an outsider's perspective this may be the perception, Mills is literally on call 24 hours a day, 7 days a week. Her weekends and

It's the dream of most sport management students and graduates to work as an AFL player manager. Few however actually secure positions within sport management groups following graduation and even less establish themselves as successful AFL player managers within the industry.

A notable exception to this is Deakin graduate Lucy Mills (B.Com 2003). Mills is the Client Services and Marketing Manager with Connors Sports Management and has begun to seriously establish herself within the competitive Melbourne industry of sport management groups.

Let's take a few steps back, in 2002 Mills was studying full time at Deakin and was keen to pursue a Sport Practicum placement within a sport setting. Without knowing which particular area of sport she wished to pursue, she contacted Paul Connors of Connors Sports who had previously hosted Deakin students through the Sport Practicum program.

evenings are plentiful and her mobile phone is never switched off. Mills highlights however the people aspect of her role as a definite perk, coupled with the satisfaction of seeing players face adversity and then to achieve and Mills is very happy with her current role. Mills aims to begin learning more about players' football contract negotiations. Currently she negotiates players' football contracts 'in the background' with Paul. In addition to this she negotiates marketing and sponsorship contracts directly with organisations such as Puma, Adidas and Reebok on a regular basis. Connors is assisting Mills to learn more about the process of contract negotiations from the beginning.

Typical tasks for Mills in the management of the players includes anything from the purchasing of furniture for recently signed players, dealing with

AFL clubs about player payments, liaising with TV shows such as 'Before the Game' and 'The Footy Show' about player appearances and assisting players with various tasks such as buying houses and cars, setting up bank accounts and putting financial budgets in place.

"I don't see why a girl shouldn't be able to work in this industry or why she can't become a manager" there are women in management roles in all industries and I don't see this as any different"

Fast forward to 2007 and Connors Sport now has a number of full time staff including fellow Deakin graduate Prue Mahar (B.Com 2004) who holds the position of Account Executive – Client Services.

Current contracted players managed by Connors Sports include Adam Goodes, Chris Judd, Chris Tarrant, Luke Hodge, Luke Ball, Marc Murphy, Dale Thomas, Brendan Fevola, Trent Croad and Russell Robertson.

Connors Sports was also heavily involved with last year's November draft. Scott Gumbleton went to Essendon with the No. 2 selection; Matthew Leuenberger went to Brisbane with the No. 4 selection. Also selected were Ben Reid to Collingwood with No. 8 selection and Josh Kennedy who went to Hawthorn under the Father Son Rule.

With the ever growing player portfolio, Mills and the team at Connors Sports are continuing to establish themselves in this competitive Melbourne market of sport management groups. As the AFL season for 2007 kicks off, the pace will intensify for the talented team at Connors Sports Management. It is safe to say however that they are ahead of the pack. ■

Staff Update

Professor David Shilbury published a co-authored manuscript entitled *Reviewing Organisational Structure and Governance: The Australian Touch Association* in the November 2006 issue of *Sport Management Review*. In October, David taught into the Sport Knowledge Australia Sport Management Executive program, having written a case on the Asian Football Confederation for use in this program. This case will also be used for the SMAANZ/SKA case study competition.

Dr Paul Turner returns to the sport management program refreshed and rested following his semester on long service leave. While away he travelled with the family across to Western Australia to visit the grandparents and cousins (parents and nieces/nephews), and spent a week in Cairns lying in the sun by the pool, and a couple of weeks being totally 'worlded out' visiting all the Worlds on the Gold Coast. The favourite was 'Wet n Wild' because of the nice weather and the fact that it was an opportunity to dunk the kids. It was an experience getting back to work after the break and to begin the process of selection for 2007. The introduction of the Bachelor of Sport Development added to the numerous inquiries that are normally fielded for the BCom (Sport Mgt). Both courses proved popular with students as did the double degree in Exercise Science and Sport Management. Paul is back to teaching his units in Sport Facility and Event

Management and Sport Promotions and Public Relations in first semester and also spending a bit of time catching up on writing some manuscripts over the initial part of the year.

Dr Pamm Kellett convened the post graduate unit Strategic (Sport) Management during second semester of 2006. Along with Dr Anne-Marie Hede from Deakin University and Professor Laurence Chalip from the University of Texas, Pamm presented findings from research that explored the social leverage of the 2006 Commonwealth Games in metropolitan and regional Victoria. This conference paper, presented at The Global Events Congress in Brisbane in September, 2006 was entitled 'Leveraging the Commonwealth Games in Melbourne for Community Engagement: An Examination of Equal First and the Adopt-a-Second-Team Program'. The research team is continuing their studies of event leverage during the 12th FINA World Championships in March, 2007. Pamm has co-authored a case study of Touch Football in Australia with Professor Shilbury, published in December, 2006 issue of the *Sport Management Review*. Pamm continues her work on a large facility census project with Tennis Australia. Data has been collected regarding tennis facilities around the nation for Tennis Australia

to undertake a facility driven strategic planning process. Pamm has continued to coordinate the undergraduate exchange program, and while Dr Popi Sotiriadou is on maternity leave Pamm continues to coordinate the Practicum unit.

Emma Sherry convened both the post graduate unit Facility and Event Management, and the undergraduate unit Sport Leadership and governance during second semester 2006. Emma presented her results from her PhD thesis at the European Association for Sport Management (EASM) conference in Cyprus in September 2006, and is developing these results for publication. Emma was appointed as the post graduate program director for the Masters of Business (Sport Management) and Graduate Certificate of Business (Sport Management) during second semester 2006, and has been involved in the recruitment and selection of the 2007 intake of post graduate students. Emma continues her research on the social benefits of sport participation through her work with the Street Soccerroos and the Homeless World Cup, and is coordinating the next phase of this research partnership with the Big Issue and the Melbourne 2008 Homeless World Cup Organising Committee. ■

Alumni Notes

Wei Wang (B. Com. 05)

Helios Partners (China)
Account Manager

Jonathon Storer (B. Com. 02)

Financial Accountant
Melbourne Racing Club

Kevin O'Byrne (GD 97)

Venue Operations Coordinator
2007 FINA World Championships

Mark Wheeler (GC 95)

Development Manager –
Southern Region Football Victoria

Sarah Richardson (B. Com. 04)

Assistant Team Manager
Drapac Porsche Development Program

Liz Mulconry (MB-SM 02)

Access Program Manager
Mission Australia

Carl Saunder (B. Com 01)

Athlete & Coach Services Coordinator
Tasmanian Institute of Sport

Robin O'Neill (MB-SM 03)

Promoted, General Manager,
Community Tennis, Tennis Australia

Kirsteen Farrance (MB-SM 01)

Manager, School Sport Unit
Victorian Dept. of Education

Belinda Foot (B. Com. 96)

Professional Tennis Coordinator
Tennis Australia

Vanessa Foo (B. Com. 05)

Marketing Coordinator
Richmond Football Club

Robert Richard (B. Com. 00)

Development Account Manager
OAMPS Insurance Broker

Julien Duloutre (MB-SM 06)

Events & Operaitons
Rugby World Cup Organising Committee

Carissa Harris (MB-SM 01)

Venue Operations
2007 FINA World Championships

Kate Bidwell (B. Com. 06)

Manager, Security & Accreditation
Asian Football Confederation

Ben Hartung (MB-SM 00)

Event Manager
Australian Grand Prix Corp.

Shelley Maher (MB-SM 01)

Senior Projects Officer
Vichealth

Hans Westerbeek (PhD 01)

Promoted, Professor Sport Management
La Trobe University

Chris Wade (B. Com. 94)

Sales Specialist – IM Global Consulting & Services
UK

Hayley Priestnall (B. Com. 06)

Registration & Communications Coordinator
Australian University Sport

Diana Klunder (B. Com. 03)

Corporate Marketing Coordinator
MCC

Ben Nancarrow (B. Com. 03)

Corporate Partners – Account Manager
AFL

Guy Rutter (B. Com. 00)

Customer Service Officer
Melbourne & Olympic Park

Fiona Addison (B. Com. 05)

Events Administration Assistant
Hawthorn Football Club



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THE SPORT MANAGEMENT NEWSLETTER IS NOW ALSO ON OUR WEB PAGE

Change of Address and/or Employment Details

We appreciate advice on changing circumstances.

Please return to Prof. David Shilbury, Head, Bowater School of Management & Marketing, Deakin University, 221 Burwood Highway, Burwood 3125, or e-mail to: hosbowater@deakin.edu.au

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