

**THE IMPLEMENTATION OF SPORT POLICIES AND PROCEDURES AT
PROFESSIONAL SPORT CLUBS AT THE UNIVERSITY OF THE
WESTERN CAPE**

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UNIVERSITY *of the*

A mini-thesis submitted in partial fulfilment of the requirements

for the degree

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in the Department of Sport, Recreation and Exercise Science

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Supervisor: Ms. S. Titus

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Declaration

I hereby declare that "*The implementation of policies and procedures of UWC professional sport clubs*" is my own work, that it has not been submitted before for any other degree in any other university, and that the sources I have used have been indicated and acknowledged as complete references.

Geraldine Rossouw

13 November 2007

Signed _____



Dedication

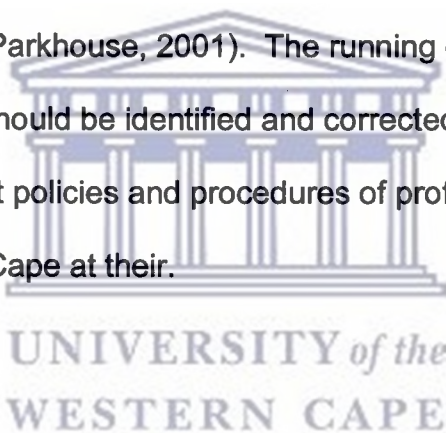
This thesis is dedicated to my parents Gerald and Daphne Rossouw who made it possible for me to achieve my goals in life. Especially my father, who instilled in me the belief in continuing my studies and made it a reality.



Abstract

Introduction

The importance of having structure in any sport code and following them ensures better functioning of the particular sport code. The management of sport is defined as “the study and practice involved in relation to all people, activities, organizations, and businesses involved in producing, facilitating, promoting, to organizing any product that is sport, fitness, and recreation related; and, sport products can be goods, services, people, places, or ideas” (Parkhouse, 2001). The running of a club should be looked at holistically and any flaws should be identified and corrected. This study explores the implementation of the sport policies and procedures of professional sports clubs at the University of the Western Cape at their.



Method

The study employed a quantitative setting using a questionnaire administered to eight members of the selected five professional clubs of the university. Data analysis was done using Microsoft Excel.

Results

The results reflected the problem areas that the clubs needed to look at. Amongst these included the attendance of meetings by both executive and ordinary members, the composition of the clubs and fines that members should receive for non attendance at meetings. Members are encouraged to familiarise themselves with the constitution of their club.

Conclusion/Recommendations

It is recommended that the Sports Council should make amendments which will suite the club. Members are also encouraged to become more involved with the running of the club in order to improve the difficulties clubs may be experiencing.



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CHAPTER 1

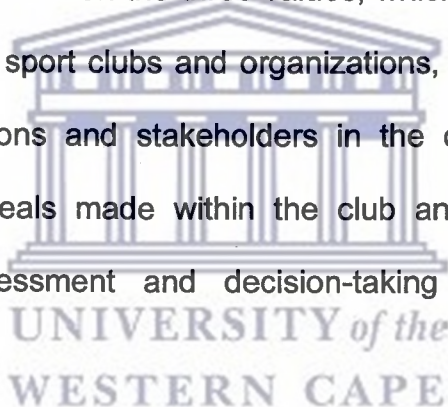
INTRODUCTION TO THE STUDY

1.1 The History of Sport Management

“Sport Management is the study and practice involved in relation to all people, activities, organizations, and businesses involved in producing, facilitating, promoting, to organizing any product that is sport, fitness, and recreation related; and, sport products can be goods, services, people, places, or ideas” (Parkhouse, 2001). This extract provides a clear understanding of what management of sport entails. This understanding that must be incorporated into the management of any team or club. This current definition did not always exist and it developed into what has become sport today. “Although sports management is indeed a relatively new concept in academe, its acceptance as legitimate area of study is well documented in the literature (Parkhouse, 2001). According to Parkhouse, the first sport management programs were established between the 1940’s and 1970’s. Looking back the first mention of Sport Management jobs was in Isaacs’s book *“Careers and Opportunities in Sports”* (Isaacs, 1964). “Isaacs describes sports administration as jobs that fall into one of two categories: (1) the executive offices of the ruling bodies of sport; and (2) the administrative bodies of competitive athletics teams” (Parkhouse, 2001).

A draft Statement of Governance in Sport was prepared by the Governance in Sports Committee in 2001. This document stated that because politicians; legislators and courts were giving more attention to sport, it carried a risk. This meant that their call for legislation or judicial interventions could undermine the principles of flexible self-regulation which has been the long standing practice of sport. Thus it was recognised that sport was also becoming very commercial and had to have set guidelines to assist

sport. The prepared statement suggested nine good governance principles. These principles are: 1) the role of the governing body; 2) structure, responsibilities and accountability; 3) membership and size of governing body; 4) democracy, elections and appointments; 5) transparency and communication; 6) decisions and appeals; 7) conflicts of interest; 8) solidarity; and finally 9) recognition of other interests (Dekker, 2002). Chaplip (1995) published his article on his research titled: "Policy analysis in Sport Management." He looked at how sports policies should be analysed to ensure that the best policy suited different organisations. The writer took a look at what made a policy successful and what did not. He concentrated on the evaluation of sport policies. Governance in sport is based on the principle of corporate governance. Corporate governance is based on the three values, which is accountability, openness, and probity. In managing sport clubs and organizations, chairpersons should be held accountable for their actions and stakeholders in the club. Openness has to be reflected in the honest deals made within the club and outside. Probity through transparency of risk-assessment and decision-taking processes to fellow club members.



The University of the Western Cape (UWC) is an institution with a longstanding history and was especially prominent for its stance against apartheid. It is therefore important to determine to which degree the current "professional" teams at UWC are implementing policies for the management of their club. The clubs are only deemed professional within the university. This is done for allocation of funding for the different clubs at the university. These clubs are deemed professional because of their number of club members as well as their level of competition. In 1997 the head of the Sport Administration, Mr. Boshoff, stated that one goal was to negotiate a policy of sport at UWC (UWC Sport '97). The chairperson of the Sport Committee of Council (SCC), Dr.

J. F. Smith, now known as the Sports Council, used a tennis metaphor to capture their need to improve on their administration of and participation in sport. "No more double faults: aces only!" Here he mentioned that although a few aces were scored for the administration of sport, the double faults were still too many and too often (UWC Sport '98/99). Since then there has been no evaluation of implementation of sport policies at UWC. It is important to evaluate this situation to determine whether or not sport policies are being implemented and to what extent.

1.2 Statement of Problem

A guide is needed to assist clubs in their management. Hence policies and procedures are set in place, to help govern and manage clubs. It is therefore always important to know when you are deviating from these policies, and to what extent. It is also important to understand the consequences that can be the result of these actions. It is important to determine this for UWC "professional" codes because 1) it may help them improve their management and administration, 2) it can serve as form of reassurance to clubs that they are following the right path, and 3) it can serve as a future reference to the other clubs that are not categorized as "professional". An evaluation of this standard should be done at least every three years to give clearer guidance to clubs to where they are heading.

1.3 Aims of the Study

The aim of this study is to determine to which degree the five "professional" clubs at UWC are implementing written sport policies.

- The researcher would also like to determine which policies are being implemented and if there is a need for improvement of the sport policies.

- It is important to know what the implement standard of clubs is because it has never been done before.

1.4 Objectives of the Study

- Objective is to provide written information that can be used as a guideline for UWC sports clubs.
- To establish whether clubs are implementing written policies.
- To create information that can be used for further studies in this field.
- To have a document for the Sport Administration to use and implemented suggested changes if there are any.

1.5 Limitations of the Study

The limitation of this study is that it only looks at policies and its degree of implementation. It does not take into account alternative factors that play a part in running a club. It is also limited in its focus, which only includes the UWC "professional" clubs and disregards the amateur and recreational clubs at UWC. I can also not guarantee that all participants will understand the questions asked in the same manner and answer accordingly.

1.6 Significance of the study

The significance of this study is that it would be the first research to be done on this topic at UWC especially in terms of Tertiary research regarding sport. This is an extension of Laurence Chalip's study on policy analysis in sport management (Chalip, 1995). This is an application of his theory construction on analysis of policies. It creates a platform for studying policies of clubs at any level, especially, in tertiary institutions. The people that would be interested in the outcome of this study would be

UWC Sport Administration along with its sports clubs, as well as other institutions aiming to do the same for their sports clubs.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

It can be expected that sport as an institution will continue its growth in scope, recognition, and importance in the global community (Robinson; Lizandra; Vail, 2001). This chapter the researcher will be discussing the literature that I have used to support my research as well as concepts that simplify the understanding of this research. The literature review will look at sport governance.

2.2 Sport Governance

Governance structures are instrumental in creating the rules and policies that promote fairness and safety in competition and they enhance the credibility of sport at all levels (Robinson; Lizandra; Vail, 2001). In the chapter on sport governance the authors look at the governance in sport in five different environments. These environments include: interscholastic, intercollegiate, and professional levels in the United States, and the international governance structures and sport governance in Canada. All these discussion are based on American structures. The importance of this literature is that the intercollegiate environment focuses on tertiary participation and sport. The developments of this environment in America can be used as a guide for the governance of our tertiary sport. Although the focus is on Athletic sport the section on the intercollegiate environment of tertiary sport USA.

In the United States of America, "intercollegiate athletics have played an integral and visible role in sport and society during the twentieth century" (Robinson, Lizandara, Vail, 2001). The largest and most influential governing body in American intercollegiate athletics is the National Collegiate Athletic Association (NCAA). In South Africa, this role

is filled by the South African Student Sports Union (SASSU). In its earliest stages of intercollegiate athletics, the students were the administrators of the sport and athletics eventually became an integral part in tertiary institutions. This arrangement was satisfactory to the student administrators until the athletic operation became too large for them to control. Faculties and institutions expressed their concern over the student-run programs and took action to address the problem. This seems to be a reflection of the University of the Western Cape where students were the ones who initiated sports at the university.

"In 1898 faculty, alumni, and student representatives from seven of the current Ivy League institutions (Yale was missing) met at Brown University to address the reform of intercollegiate athletics (Robinson, Lizandara, Vail, 2001)". This meeting did not present any enforceable rules for the governance of intercollegiate athletics, but offered a model for the governance of athletics within the university environment. The NCAA's power grew because of the increased belief in faculty control of athletics. In 1948 the NCAA membership established the Sanity code with the intention of developing lines for recruiting and financial aid and enforcing those guidelines. The Sanity code was code of conduct regarding recruiting athletes and the financial aid to be given to athletes. The Sanity Code was abandoned by the membership because it was ineffective as abuses in the aforementioned areas increased in number and seriousness. The NCAA stated that the control and responsibility for the conduct of intercollegiate athletics should be placed in the hands of the individual institutions (Robinson, Lizandara, Vail, 2001). Each institution was tasked to appoint a faculty athletics representative. The duties of the faculty athletics representative should be defined by each institution. The institution was also to establish a student-athlete advisory committee consisting of current student

athletes so that they have a voice in how athletics are conducted on a particular campus. This can also be seen at UWC sports council who is tasked with this role.

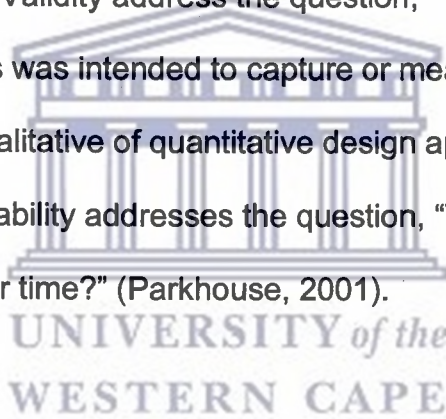


CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Theories provide a practical way of organizing knowledge and therefore provided a structure for understanding. A good theory will summarize or capture a great deal of information in a few critical propositions. Theories help direct future study and practice. “Good theories help to explain real behaviour in real organizational settings, thus good theory development is inextricably linked to practice” (Inglis, 2001). Understanding the concepts of validity and reliability is important for developing knowledge and theory about sport management. Validity address the question, “To what degree does this capture or measure what is was intended to capture or measure?” (Parkhouse, 2001). Researchers working in qualitative or quantitative design approaches validity from specific perspectives. Reliability addresses the question, “To what degree will the measure be consistent over time?” (Parkhouse, 2001).



3.2 Research Design

The adoption of a design paradigm determines the type of information that will be collected. In research two paradigms exist which are qualitative and quantitative paradigms (Parkhouse, 2001).

Qualitative methodology involves the exploration of situations of everyday life either lived or observed. Interaction with people who are closely linked to the phenomena that is being studied provides insight into peoples' behaviour and perceptions. Qualitative data provides a basis for developing theory.

“Quantitative methodologies involve specifically identified variables that are studied under rigorous test conditions. Quantitative data are objective measures” (Inglis, 2001). “Survey research has as its goal the describing and exploring of variables, relationships between variables, and perceptions as offered by individuals through the completion of questionnaires. These goals and other characteristics place survey research primarily within the quantitative paradigm. Survey research is the most extensive research design used in sport management” (Inglis, 2001).

The purpose of this study was determining the degree to which the five "professional" clubs at UWC were implementing written sport policies. A quantitative approach with a questionnaire was used as it is well suited to this research project.

Quantitative research paradigm is a method that provides factual, reliable data at the end of the research study that are usually generalizable to a later population. It focuses on quantity and the goal of a quantitative investigation is hypothesis testing, prediction or confirmation reference. The statistical techniques are used to collect numerical data on a representative population sample (Kansumba, 2002). Research is focused on outcomes and reliability of measures e.g. Scales, questionnaires or surveys (Bailey, 1997). This design was appropriate to answer the question that this study asked “Do professional sports clubs at UWC apply recommended policies and how does the implementation deviate from expectation”.

A questionnaire will be administered to the 5 “professional” sport clubs at UWC. This can be done in one day as a questionnaire is very time effective. The advantage of this questionnaire is its flexibility. This questionnaire can be used by any other institution to evaluate any policy implementation of any department.

3.3 Participants and Sampling

The study sample was administrators, chairpersons and secretaries of the selected sport clubs at UWC. Due to the limitation of the study (mini thesis), the sample was selected because they were the members most involve with the running of the club.

3.4 Data Collection Technique

The questionnaire was e-mailed to the club's requested members. They were asked to complete the questionnaire and forward it back to me. There was no supervisor to ensure the most truthful answers were given. As the researcher I am aware that the answers given may only be what were expected to be answered.

Received questionnaires was coded and printed. The printed copies where placed in a envelop labelled confidential. The questionnaires was analysed privately and the information was inserted in a excel document for discussion.

3.5 Ethics in Inquiry and Research

Cover letters for surveys and consent forms for participants in focus group research are two common areas within sport management research where good communication between the researcher and respondents or subjects is important (Inglis, 2001).

Considering this matter, participants were presented with a letter of confidentiality and a letter of consent. Participants were informed about the study and why their participation was required. Participants were asked to forward or contact me at any time for matters of clarity. Participants were also informed they were free to withdraw from the study at any point or time of the study.

Data Analysis

The type of statistical analysis required will depend on the research question, the design, and the response format of the survey (Inglis, 2001). Therefore, the data from the questionnaire was analysed by the researcher using Microsoft Excel

3.6 Conclusion

As stated in this chapter, validity and reliability are important concepts in conducting research. Research can also be viewed from qualitative and quantitative approaches and it is important to note that ethical consideration is important in conducting research. The participants and sampling designs and the data collection technique for the questionnaire were addressed.



CHAPTER 4

RESULTS

4.1 Introduction

In this chapter data for the study, collected through a questionnaire, are presented. The process of data collection is related to implementation of policies and procedures by university professional clubs. The results reflected answers from various policy titles. Table 1 reflects the expectation of participation as well as the actual results of participation. The sample for the questionnaire was 15 pre-selected members of the various clubs. The expected sample should have consisted of 33.3 percent Administrators, 33.3 percent Chairpersons and 33.3 percent Secretaries from the selected clubs. The response rate to the questionnaire was only 53.3 percent. 33.3 percent of which were administrators, 6.7 percent chairpersons and 13.3 percent Secretaries. The data collection was based on a quantitative approach described in chapter 3.

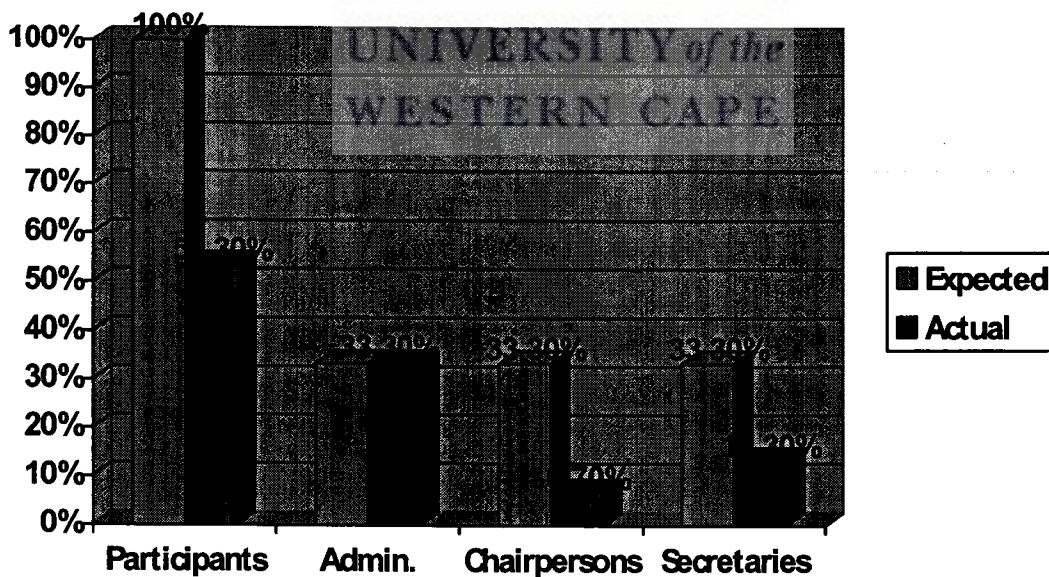


Fig. 1: Expected (N = 15) and Actual (N = 8) Participants in study

4.2 Presentation of data

The questionnaire was structured into 11 sub-categories. This sub division allowed for a clearer view of the running of the club and what areas could be more affected than others. The researcher has chosen to reflect the results of those categories that hold the most significance. The closed ended questions of the questionnaire were expressed in terms of percentages.

4.2.1 Composition and Membership

Membership of a club should consist of 70 % students, 20 % alumni and 10 % other members. 62.5 % of participants indicated that they do have the requested membership composition whereas 37.5 % did not have the expected club composition. The inclusion of honorary members into clubs was divided into 50 % who did have and 50 % who did not have honorary members. Only 50 % of participants selected their honorary members at their Annual General Meeting, 12.5 % did not appoint honorary members at their annual general meeting while 25 % found the question was not applicable to them and 12.5 % did not answer the question. Associate members were not present in 62.5 % of participants clubs while they were present in 37.5 % of participants. Of the 37.5 % who had associate members, 12.5 % had between 0 – 5 associate members while 25 % had between 5 – 10 members. 50 % of the participants appointed their associate members at their annual general meeting, 12.5 % did not appoint associated members at their annual general meeting, and 25 % found that the question was not applicable to them while 12.5 % did not answer the question. The ruling/guideline that applications from new members be evaluated at general meetings were implemented by 75 % of participants, 12.5 % did not evaluate applications from new members at the general meeting and 12.5 % did not answer the question. 37.5 % of participants found that alternative methods of evaluating applications of new

members more practical, 25 % were happy with the current method while 37.5 % did not answer the question. Figure 2 illustrates the subscription fees for different members of the club.

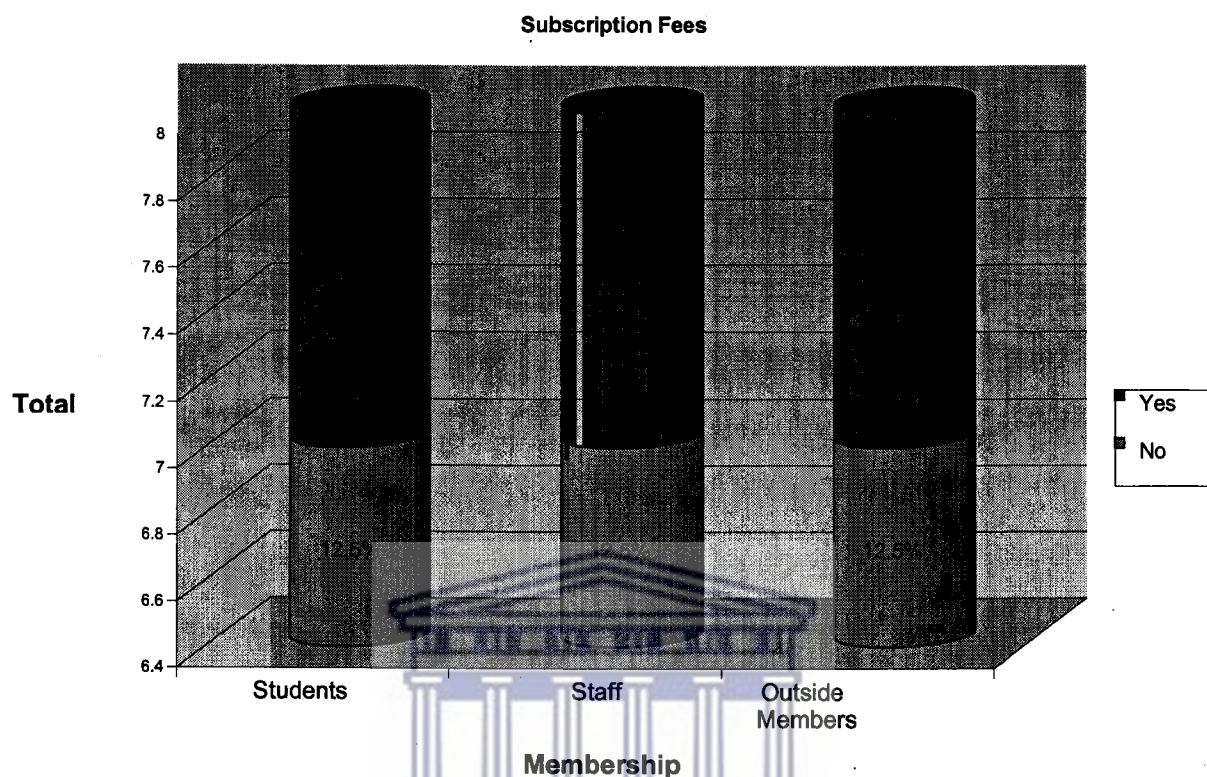


Fig. 2 Subscription fees for different members

4.2.2 Legal Status and Indemnity

100 % of the participants indicated that no members of their club had any right to claim assets belonging to the club, or the right to incur any liabilities for its obligations. 50 % of participants indicated that members had indemnification against cost, losses, etc, while 50 % of participants indicated that their members did not have. At least 12.5 % of participants indicated that a member of their club had been sued while 87.5 % of participants indicated that no members have been sued.

4.2.3 Subscriptions

87.5 % of club's subscriptions fees determined at their annual general meeting while There was a 100 % indication from participants that they had deadlines for due dates of subscription fees but the same all agreed that members did not meet the deadlines for subscription fees regularly. About 50 % of members indicated that members of the club were deemed to be out of good standing with the club if they did not meet the deadlines for payment of subscription fees while the other 50 % of participants indicated that members where not deemed out of good standing by the club. Figure 3 illustrates the deadlines for subscription fees.

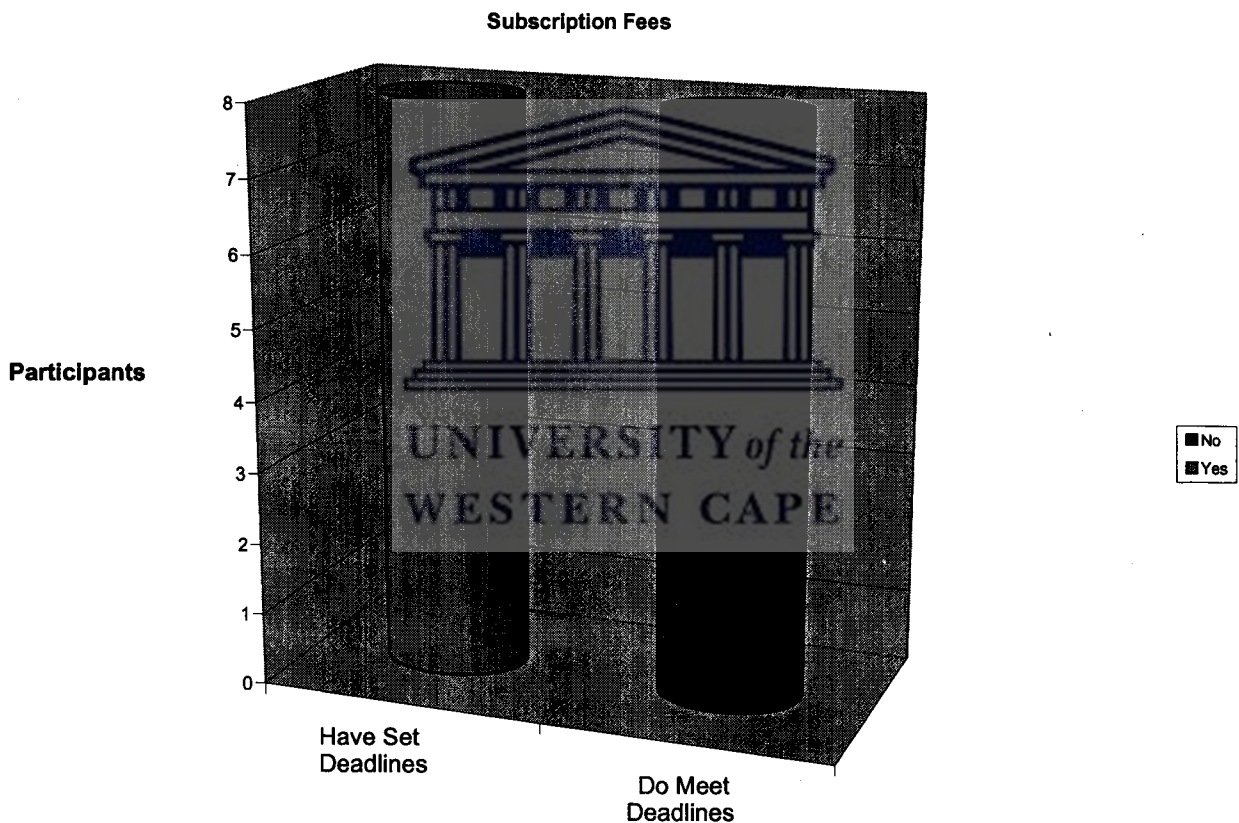


Fig. 3 Subscription Fees

4.2.4 Executive Committee

The results show that a higher percentage of the clubs do have of the primary six executive positions which are chairperson, vice-chairperson, treasurer, general secretary and project officer. Although, there was an indication that certain portfolios were vacant or did not apply to the sporting code. The portfolio of chairperson had a

100 % representation. The vice-chairperson portfolio had 62.5 % representations, 12.5 % did not while 25 % did not respond. The portfolio of treasurer was present for 87.5 % of participants while 12.5 % indicated that they did not have a treasurer. All participants indicated that they did have a general secretary at their club while 87.5 % of participants indicated that they had a project officer while 12.5 % did not have a projects officer. All participants also indicated that they had other portfolios not reflected in the questionnaire. These portfolios is as follows development officer, Public Relations officer, Media & Radio secretary, learn to swim representative, club captain, fundraising committee, officials convenor, coaches convenor, and additional member – sports skills for life skills. At least 87.5 % of participants indicated that the portfolios of the executive were held by members for one year while 12.5 % indicated that they did not hold office for one year. The portfolios of chairperson, treasurer and general secretary should be held by students according to the governing constitution. According to participants only 25 % of the portfolio for chairperson was filled by students, the portfolio of treasurer only filled by 50 % of students and portfolio of general secretary filled by 75 % of students. 37.5 % of participants indicated that members of the executive are expected to vacate their position if they have missed two consecutive executive meetings.

4.2.5 Duties of the Executive Committee

All participants agreed that the chairperson of their club met all the expected duties for his/her portfolio but 37.5 % participants indicated that the chairperson did not endorse after approval all accounts for paying, and signed cheques. 87.5 % of participants indicated that the general secretary met all duties required from his/her portfolio.

4.2.6 Auditors

At least 87.5 % of participants indicated that the auditors of their club were the University of the Western Cape Finance Department while 12.5 % indicated that the university's Finance Department was not their auditors.

4.2.7 Finance

There was a 100 % agreement amongst participants that monies of the club are used for the payment of expenses and the acquisition of property. Only 62.5 % of participants indicated that their club banked all monies in excess of R100, 00, only 25 % indicated that the treasurer and chairperson were the only signatories to every cheque drawn.

4.2.8 Fines

Of the participants, 87.5 % indicated that members of their club are not fined when they do not attend any meetings. 75 % indicated that members are also not fined if they did not hand in a written apology for not attending any meetings and 50 % indicated that fines are not paid at the next meeting.

4.2.9 Meetings

All participants indicated that their annual general meetings are held as scheduled every year. All clubs also follow the necessary procedures for planning an annual general meeting. Only 62.5 % of the participants indicated that the Sports Council held quarterly general meetings while 37.5 % of the participants indicated that the Sport Council did not. All participants indicated that they have monthly general council meetings. 50 % of the participants indicated that members do not hand in written reports to the secretary before meetings while 50 % indicated that members do

submitted written reports to the secretary before meetings. Figure 3 below represents the response to the quarterly meetings of the sports council.

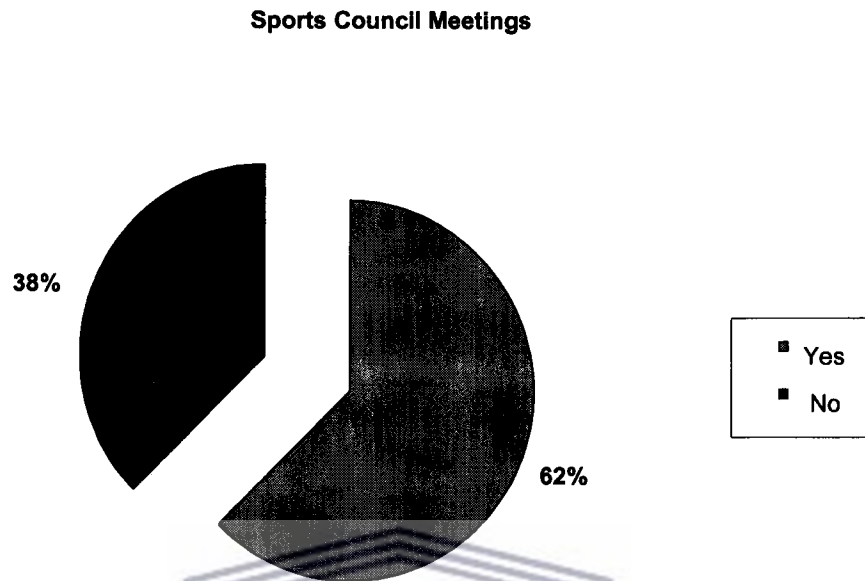


Fig. 4 Quarterly Sports Council Meetings

4.2.10 Selection Committee

The selection committee of a club should consist of a captain or captains, vice-captain, coach and one member selected by the general body. 62.5 % of participants indicated that the captain/s were included in the selection committee, 12.5 % indicated that the vice-captain were included in the selection committee, 87.5 % indicated that the coach was included, and 37.5 % indicated that one member was selected by the general body.

CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

The data presented from participants view in the questionnaire will be discussed in relation to the literature review. In this chapter the research question will be used to guide the discussion, based on the various themes of the data presentation.

5.2. Discussion of Results

As mentioned in chapter 4, the expected participants was 15 however only 8 of the expected 15 participated. This gave a participation rate of 53.3 %. The majority of the respondents were administrators. This is beneficial as they are the individuals who should have knowledge of how the club is functioning. The questionnaire had 11 sub-categories but I will only be discussing 10 of the 11 categories. This is because the 11th category held no significant results and would not influence the overall results.

5.2.1 Composition and Membership

The membership composition of the club requires clubs to have a 70 % student population although as the results have shown only 62.5 % of the participating ascribe to this policy guideline. One needs to look at the rationale behind the 70 % student indicator and determine how important it is for a university club to maintain this %. The results could be an indication that clubs do not consider honorary members or associate members. Although members of one club did indicate that the selection of honorary members did not apply to them. Only 12.5 % and 25 % of participants showed that their club even had these members. As will be discussed later in the chapter, the attendance of meetings I believe plays a vital role in these results. It was

also reflected that new membership to clubs were evaluated by 75 % of participants clubs at the annual general meetings. However, the accuracy of this answer is uncertain because participants may have answered the questions to reflect their clubs success rather than truth. Only 12.5 % of the participants indicated that their club had no subscription fees for different members of their club. This could create conflict in their clubs if not corrected. It is unrealistic to expect students to pay the same fee as members who are employed/ being remunerated.

5.2.2 Legal Status and Indemnity

No members of clubs had the right to claim assets belonging to the club, or the right to incur any liabilities for its obligations; however, only 50 % of participants indicated that their club had indemnification against cost, losses, etc. If a club's composition should consist of 70 % students, then all clubs should have indemnification against cost, losses, etc, as students may not have the finance to deal with this matter. The professional clubs at the university maintain a good track record with regards to members of clubs being sued. Only 12.5 % of participants indicated that a member was sued.

5.2.3 Subscriptions

The majority of the participants (87.5 %) indicated that their clubs determine subscription fees at their annual general meeting. All clubs maintained a deadline for payment of subscription fees; however members do not always pay their subscription fees on time. Fifty % of respondents indicated that their clubs do not enforce this regulation. This means that members are not reprimanded for their actions and it may even be overlooked. This represents an unjust practice to the paid members who has

to carry those who do not pay. This could also lead the club into financial difficulties when the expected income to not meet with expected expenditure.

5.2.4 Executive Committee

Clubs are expected to primarily have five executive members. The club's executive however can consist of more than these five core members. The five core members are the chairperson, vice-chairperson, treasurer, general secretary and projects officer. The results reflect that there are difficulties in the position of vice-chairperson, treasurer and general secretary. These vacancies ultimately clearly impact on the performance of their executive committee. The reasons for these vacancies could be various but one must ensure that this does not become a recurring matter. The extra members added to the executive to fulfil the needs of the certain club are as follows: development officer, public relations officer, media & radio Secretary, learn to swim representative (swimming), club captain, fundraising committee, official's convenor, coaches convenor, and additional member – sports skills for life skills (cricket). Majority of the participants (87.5 %) indicated that all members of their executive held their position for a year. Although 12.5 % of participants indicated that the members do not hold the position for a year. This leads one to believe that this may be an extension of this period. The question that arises is whether or not this is an amendment to their constitution. Students are expected to fill the portfolios of chairperson, general secretary and treasurer. The results show that this is not the case for all the clubs. There is a variation in the student representation of these portfolios as seen in chapter 4. 37.5 % of participants indicated that the executive members are expected to leave their position after missing two consecutive executive meetings. One has to question whether this guideline is realistic because members may have valid reasons for their absence from meetings.

5.2.5 Duties of the Executive Committee

Participants all agreed that the members of the executive were fulfilling their duties of their portfolio. However, 37.5 % of participants indicated that the chairperson did not endorse after approval all accounts for paying, and signed cheques. This seems to be very strange as the chairperson is the head of the executive committee and should always know what the position of the club is in all areas and especially finance.

Another matter is whether or not the treasurer then becomes the sole person that approves payment etc. what happens if the treasurer is unavailable? Majority of the participants were happy with their clubs general secretary who performed all required duties. Only 12.5 % indicated that their general secretary did not perform any of their required duties. These clubs are faced with a problem as the general secretary is responsible for all correspondence, communications and planning of meetings.

5.2.6 Auditors

All clubs meet the requirement of their auditors to be the University of the Western Cape Finance Department except for 12.5 % who indicated that they did not have the university as auditors. The reasons behind the situation is unclear. It could be because the clubs have not yet changed auditors and are planning to do so. Perhaps they have no intention to change auditors and this is a clear disregard of the policy of the Sports Club.

5.2.7 Finance

The finance of the clubs is managed according to the written policy; however, only 25 % of participants indicated that their chairperson and treasurer are the sole signatories to every cheque or instrument drawn. Once again it must be asked who then, is responsible for this role in the other clubs. Have there been any attempt to rectify this

matter or is their alternative method working for them? If this is the case then it should be reflected in their constitution.

5.2.8 Fines

The results of this section are very unsettling. The results suggest that members of clubs do not attend meetings regularly if at all. Members are not fined or reprimanded for not attending meetings. Members who are fined rarely pay their fines and no actions are taken against them. It is important for members to attend meetings as many discussions of the club can only take place if there is a quorum of 50 % plus 2 of the entire membership of the club. Not attending meetings slows down the decision-making processes and forces executive members to make the decisions that were supposed to be made by members of the club.

5.2.9 Meetings

Participants seemed to be confused as to whether or not the Sports Council held quarterly meetings or not. A division of 50 % arose amongst participants and shows a situation either of confusion or insufficient communication by the sports council.

5.2.10 Selection Committee

All clubs indicated that they had a selection committee. The committee consisted of the members mentioned in the questionnaire although the committee is set up according to the sporting codes needs.

5.3 Recommendations

Assisting persons interested in doing research on the University's Sports Administration should be encouraged and supported. Whether it involves clubs or not, the importance

of co-operation by all members associated with the Sports Administration Department should be encouraged.

Clubs should realize that they are university entities and should therefore subscribe UWC policies and guidelines to ensure that members derive maximum benefit from them. Clubs should endeavour to increase their students membership and move away from a predominately non-student membership. For every non-student, there should be at least two students. The student population of clubs are very important as it determines the funding received for participating in tournaments. More effort should be made to recruit students rather than just waiting for the university's open day and registration period. It is also recommended that clubs ensure that their members (if not all then students) should have indemnification against cost, losses, etc. because many do not have the necessary finances to pay if there is such an occurrence. The payment of subscription fees is a matter which requires serious attention. If members do not pay their subscription fees by the deadline, then they should no longer enjoy the rewards of being part of the club. Members should also not be allowed to participate in competitions if there is still an amount outstanding. Members should also be unable to have demands because technically they are not members. Members should also not be allowed to make demands on clubs as they are technically speaking not club members. If members do not have a prior arrangement with the treasurer of the club, then stern action must be taken. Clubs must remember that this will ultimately affect the finance of the club which in turn affects the running of the club.

The selection of executive members is another critical matter which requires serious attention. It is important to select the best candidates for the different executive positions. These must be people who will perform all their required functions until their

term expire. Many clubs seem to have difficulty with one or other position that becomes vacated. This matter can be rectified if more members were attending meetings in order to broaden the possible selection of members. The importance of regular attendance of meetings should be impressed on members. The students of the clubs should also be given more opportunity to present the club in this matter. Many students will only accept a position if they feel they have the knowledge or capability to be in that position. This can only be done if students are given the opportunity to learn from other more experienced members of an executive. The duties of executive members should be a key consideration when selecting a person for the position. Members should be informed of these duties to make choices accordingly. Members should not be selected just because they are present but because they are able to do the job. The chairperson and treasurer should be the only executive members who have signing right on any financial matter. If this is not the situation then members should amend their constitution to suite there needs.



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If fining members for not attending meetings does not work then an alternative method should be found. Members could perhaps miss their next competition. These matters of attending meetings and paying subscription fees may seem insignificant for any club who's goal is winning. Yet, if one does not correct these actions while they are still manageable, it could lead the club to be in serious difficulties in the future. Sport is about discipline both on and off the playing field. Therefore members should be disciplined with regard to the daily running of the club.

5.4 Conclusion

It is clear that there are areas that clubs should be aware of and try and rectify as soon as possible. I do not believe that members of these clubs are familiar with the

constitution of their club. If, they are they do not head it because they are not implemented. Members should familiarise themselves with both the constitution of their club and that of the Sports Council. This will enable members to request or submit amendments to the constitution that will better suite the running of their club.



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Appendix A

QUESTIONNAIRE

PLEASE NOTE THAT:

- a) Your participation in this study is completely voluntary.
- b) Your name does not appear on any of these questionnaires – it is therefore completely anonymous and confidential.

COMPOSITION AND MEMBERSHIP

1. Does your membership comprise of 70% students, 20% alumni & 10% other?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

2. Do you have any honorary members?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

3. If yes, are they appointed annually at club AGM?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

4. Do you have any associate members?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

5. If yes, how many?

Between:

| | | | | | |
|-------|--|--------|--|-----|--|
| 0 – 5 | | 5 - 10 | | 10+ | |
|-------|--|--------|--|-----|--|

6. Are they appointed annually at club AGM?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

7. Is application for membership considered by the members in the General Meeting?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

8. If not, do you find your alternative method more practical?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

9. Do you have subscription fees for the following?

a) Students

| | |
|--------------------------|--------------------------|
| Y | N |
| <input type="checkbox"/> | <input type="checkbox"/> |

b) Staff

c) Outside members

LEGAL STATUS AND INDEMNITY

10. Do members at your club have any right to claim assets, belonging to the club, or the right to incur any liabilities for its obligations?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

11. Do any of your members have indemnification against cost, losses, etc?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

12. Has any member of your club been sued?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

SUBSCRIPTIONS

13. Are subscription fees for the following year/season determined at the AGM?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

14. Are there deadlines for payment of subscription fees?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

15. Do members of your club regularly meet the deadline for payment?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

16. Is a member deemed out of good financial standing when he/she has not paid club membership by the end of the deadline each year?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

EXECUTIVE COMMITTEE

17. Does your executive committee consist of the following:

a) Chairperson

Y

N

b) Vice-Chairperson

b) Conduct correspondence, keep originals of letters received and copies of letters dispatched and at each meeting of the Club, lay on the table correspondence sent and received since the previous meeting

N

Y

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

c) Attend meetings and record the proceedings and perform any such duties as may be specified within the Sports Council constitution, or as the executive or the General Meeting may direct.

Y

N

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

d) Keeps record of members, their attendance at meetings, at matches and social functions

Y

N

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

e) Call special meetings if it is in the interest of the Club

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

AUDITORS

23. Is the University of the Western Cape Finance Department the auditors of your clubs financial books?

| | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

FINANCE

24. Are monies of the Club used for the payment of expenses and the acquisition of property?

| | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

25. Are all monies in excess of R 100, 00 banked into the Club's Account?

| | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

26. Are the treasurer and the Chairperson the only signatories to every cheque or instrument drawn?

| | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

FINES

27. Does your club fine members who do not attend meetings (Annual General Meeting, General Meeting, and Special Meeting)?

| | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

28. Does your club fine members who do not hand in a written apology for not attending meetings?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

29. If yes, are all fines paid at the next meeting?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

MEETINGS

30. Is the A.G.M of the club at the end of the academic year, winter codes by end of March and summer codes by end of September?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

31. Does the club follow any of the following procedures for planning the A.G.M?

- | | Y | N |
|---|--------------------------|--------------------------|
| a) Fourteen days notice is given of such meeting | <input type="checkbox"/> | <input type="checkbox"/> |
| b) All proposals for amendments to the constitution are written and discussed and accepted at the AGM | <input type="checkbox"/> | <input type="checkbox"/> |

32. Are General Meetings of the Sports council held quarterly during the academic year?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

33. Are the two representatives of the clubs notified 5 days before the meetings is to be held?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

34. Does your club have a General Council Meeting at least once a month?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

35. Are all reports handed in, in writing, to the secretary before each meeting?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

DELEGATES

36. Do executive members attend union, tertiary or community meetings when required to do so?

| | | | |
|-----|--|----|--|
| Yes | | No | |
|-----|--|----|--|

SELECTION COMMITTEE

37. Does your club's selection committee consist of the following:

- | | Y | N |
|--|--------------------------|--------------------------|
| a) Captain/s | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Vice-Captain | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Coach | <input type="checkbox"/> | <input type="checkbox"/> |
| d) And one member selected by the general body | <input type="checkbox"/> | <input type="checkbox"/> |



**UNIVERSITY OF THE WESTERN CAPE
DEPARTMENT OF SPORT RECREATION AND
EXERCISE SCIENCE**

Appendix B

December 20, 2007

Dear Participant

The Department of Sport, Recreation and Exercise Science at the University of the Western Cape would like to request your participation in a research study which will explore the implementation of policies and procedures of the University of the Western Cape professional sports club. If you are willing to participate in this research project, you will be asked to complete a questionnaire. Participation is voluntary and you may withdraw at any time. Information provided will be treated with the strictest of confidentiality and your identity will be protected at all times.

The questionnaire will be 10 minutes long. Your name will not appear anywhere on the questionnaire and no one will be able to link you to answers to the results.

If you are willing to be a part of this study please sign this consent form in the space provided below and return it to me.

If you have any questions or complaints about this study, you may contact Geraldine Rossouw on 959 2281

Statement of agreement to participate in the research study

I, -----, am willing to participate in the project. I understand that participation is voluntary, that I may withdraw at any time, that the responses will be treated with confidence, and that names will not be linked to specific responses.

Date:----- Signature of participant:-----

The extra copy of the consent form, which is attached, is for your records.