

AGGIS

Principles of Good governance in sport

Scholars	
Katwala	
2000	<i>Democratising global sport</i>
Chaker	
2004	<i>Principles of good governance in sport</i>
McNamee & Flemming	
2005	<i>Conceptual model for the corporate governance of sport</i>
Henry & Lee	
2007	<i>Good Organisational governance</i>
Chappelet & Kübler-Mabott	
2008	<i>Principles for the governance of world sport</i>
Taylor & O'Sullivan	
2009	<i>Board structures of sporting governing bodies</i>
De Zwart & Gilligan	
2009	<i>Key governance indicators in sport organisations</i>
Mowbray	
2012	<i>Contingent and Standards Governance Framework</i>

Principles of Good governance in sport

Scholars

By year of publication

2000
Katwala
Democratizing global sport
Accountability and transparency (term limits for those in charge ; financial transparency ; business and commercial relationships within sports based on fair and open competition and disclosure of key information ; transparent and professional funding ; credible ethics code and independent investigation of abuses ; professional governance and communications)
Giving sport's stakeholders a say (athletes ; fans ; sponsors)
Institutional cooperation and public interest
Fight against doping
Hosting major tournaments
Match fixing and corruption
TV rights and the communications revolution

Katwala S. (2000). *Democratizing Global Sport*. London: The Foreign Policy Centre.

2004
Chaker
Principles of good governance in sport
Freedom of association
Freedom of speech
Freedom of operation
Transparency (audit)
Independence (control; conflicts of interest)
Democracy (consultation)

Chaker A.-N. (2004). *Good governance in sport: A European Survey*. Strasbourg: Council of Europe.

2005
McNamee & Flemming
Conceptual model for the corporate governance of sport
Respect (Beneficence, Civility, Confidentiality, Honesty, Loyalty, Non-abuse, Non-discrimination, Non-exploitation, Non-harassment, Privacy)
Equity (Diversity, Fairness, Recognition, Tolerance, transparency)
Responsibility (Accountability, Effectiveness, Efficiency, Trustworthiness)

McNamee M. & Flemming S. (2005). The ethics of corporate governance in sport: Theory, method, and operationalization, in *Aspects of Sport Governance* (Kluka, D. et al, Eds.), Oxford: Meyer & Meyer Sport, pp. 153-167.

2007
Henry & Lee
Good Organisational governance
Transparency (clarity in procedures and decision-making, particularly in resource allocation)
Accountability (to financial investors and other emotional investors)
Democracy (access to representation in decision-making should be available to those who make up the organisation's internal constituencies)
Responsibility (for the sustainable development of the organisation and its sport, and stewardship of their resources and those of the community served)
Equity (in treatment of constituencies – for example gender equity and participants/employees with disabilities)
Effectiveness (establishing and monitoring of measures of effectiveness with measurable and attainable targets)
Efficiency (the achievement of such goals with the most efficient use of resources)

Henry I. & Lee P. C. (2004). "Governance and ethics in sport" in *The Business of Sport Management* (Beech, J. & Chadwick, S.). Harlow : Prentice Hall, pp. 25-42.

2008
Chappelet & Kübler-Mabott
Principles for the governance of world sport
Transparency
Democracy
Accountability
Autonomy
Social responsibility

Chappelet, J.-L. & Kübler-Mabbott, B. (2008), *The International Olympic Committee and the Olympic System: The governance of world sport*, London: Routledge.

2009
Taylor & O'Sullivan
Board structures of sporting governing bodies
Nonprofit boards should contain a reasonable balance between members possessing appropriate business expertise and members representing the wider membership of the organisation
Nonprofit boards should be limited to between 5 and 12 members, thereby facilitating debate while also optimizing decision making
Nonprofit boards should separate the roles of chairman and CEO. This separation should make the board more objective and independent while also enabling the board to effectively pursue multiple and often conflicting objectives.
Nonprofit boards should contain sufficient non executive representation so as to ensure the independence of decision making
NED's should bring onto boards of non profits specific business insights or experience that the board does not already possess.

Taylor, M. and O'Sullivan, N. (2009), How Should National Governing Bodies of Sport Be Governed in the UK? An Exploratory Study of Board Structure. *Corporate Governance: An International Review*, 17, pp. 681–693.

2009
De Zwart & Gilligan
Key governance indicators in sport organisations
Identification, consultation and participation of stakeholders
Access to and timely disclosure of information
Fair and ethical decision-making, corporate social responsibility and codes of conduct
Principal board responsibilities
Competency/experience and skills of directors
Board and management roles to be distinguished and specified

Zwart, F. de & Gilligan, G. (2009), "Sustainable Governance in Sporting Organisations", in *Social Responsibility and Sustainability in Sports* (Rodriguez, P. et al, Eds), Oviedo, Universidad de Oviedo, pp. 165-227.

2012
Mowbray
Contingent and Standards Governance Framework
Structural standards (framework, induction, purposeful structure, process-based, purposes, board size, tenure, chairman selection, policy)
Partnership and communication standards (partnership, relationships, communication, advocacy)
Planning standards (strategy, annual plan, meeting plans, resources, performance, financial results, learning, meeting attendance, risk minimisation)
Transparency standards (board committees, compliance with integrity, conflict of interest, culture of inquiry, transparency, board members, equal opportunity, independence)

Mowbray, D. (2012), "The contingent and standard governance framework for national governing bodies", in *Handbook of Sport Management* (Robinson, L. et al, Eds), London: Routledge, pp. 26-41.

Other authors on sport governance (who do not recommend specific principles)

Burger S. & al. (2005). Compliance with best practice governance systems by national sports federations in South Africa. , in *Aspects of Sport Governance* (Kluka, D. et al, Eds.), Oxford: Meyer & Meyer Sport, pp.125-152.

Foster J. (2006). "Global sports organisations and their governance", *Corporate Governance*, Vol. 6, No 1, 72-83.

García B. (2011). "The EU and Sport Governance: Between Economic and Social Values" in *Social Capital and Sport Governance in Europe* (Groeneveld, M., Houlihan, B. & Ohl, F., Eds.), London: Routledge, 21-40.

Hums M. A. & MacLean J. C. (2004). *Governance and Policy in Sport Organizations*. Scottsdale, Arizona: Holcomb Hathaway.

Hoye R. & Cuskelly, G. (2007), *Sport Governance*, Oxford, Elsevier.

Sawyer T.H., Bodey K.J. & Judge, L.W. (2007). *Sport Governance and policy Development. An Ethical Approach to Managing Sport in the 21st Century*. Sagamore Publishing, Champaign.

Zölch F. A. (2004), "Corporate Governance im Sport", in U. Scherrer & F. A. Zölch (Hrsg.)
Sportveranstaltungen – im Fokus von Recht und Wirtschaft, Zürich: Orell Füssli, p. 93-112.