

RAW AND RESILIENT

By

John Cheffers

**An account of Australian sport seen through
the eyes of the National Institute of Sports'
Executive Director**

**This Manuscript reports to
the Trustees of Boston University
and President John R. Silber on Dr. John Cheffers'
activities during his leave of absence in Australia,
May 1984 - September 1987**

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ISBN 0-697-34647-1

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Printed in the United States of America by Times Mirror Higher Education Group, Inc., 2460 Kerper Boulevard, Dubuque, Iowa 52001.

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He played Australian Rules Football and was an athlete at senior levels. Currently he is President of AIESEP, the International Association in Sport Pedagogy at Colleges and Universities.

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His tenure at the Australian Institute of Sport ran from 1984 to 1986. His first 18 months were very different from the last six. Raw and Resilient tells this story of success, competition, conflict and "ebullience."

Second edition:

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March 2024

Changes: Electronically transcribed with additional pagination

Contents

CHAPTER 1	The Australian Dream Gives Birth	1
	Australian Sports Heroes	3
	Quality Was Not There.....	4
	Canberra.....	8
	Accession.....	11
	Australia's Institute	12
CHAPTER 2	Seven Weeks of Go	20
	New in Town	20
	Degenerating AIS begs for Liberalisation	22
	Privatising the AIS	23
	Decentralization	28
	A Hockey Dinner.....	28
	The June Meeting.....	29
	A Failure	33
	The First Nonrenewal.....	34
	Go.....	36
	I Nearly Came Back	41
CHAPTER 3	Games of 84	46
	Boston, July '84	46
	Eugene '84.....	47
	The Games Themselves	50
	Australians at the Games Of '84	51
CHAPTER 4	Building	58
	Four New Sports	63
	Spice	67
	A Contract Non-Renewal	70
	Giles' Complaints Correlated with My Answers:.....	76
	The Replacement	88
	The Media	92
	Delicate Matters	93
CHAPTER 5	Reaching Out.....	101

Public Support for Big Business Twice as High as that for Unions by Philip McIntosh.....	101
Certain Individuals	102
The Film of the Institute	104
The Coles Report	105
The Private Sector	106
1984 Financial Report.....	108
Reaching Out to Korea, 1988.....	111
Reaching Out - Overseas	112
The November Board Meeting.....	114
Australian :Institute of Sport Report for 4 Months to 31 Oct 84	116
The IDC Report	3
CHAPTER 6 The Great Australian Sleep-In.....	4
Girrawheen.....	5
The Australian Games - January 1985	6
Some Ups.....	7
Some downs	7
Some Initiatives	9
The Mcpherson Report.....	10
CHAPTER 7 The Emporium	13
The Physical Plant.....	15
An Indoor Field House	20
The Residences.....	26
Use.....	27
Problems.....	28
Future	29
CHAPTER 8 Running on Gas.....	31
The Coaches.....	31
The Athletes	38
From My Small Desk.....	40
CHAPTER 9 Initiatives with the Tanks on Full.....	42
Projects on the Run	42
On the Darker Side	50
The Relationship Between the National and State or Regional Institutes of Sport: Initial Suggestions and Procedures	56

Sanity.....	58
Individual Initiatives	59
CHAPTER 10 Our Perceived Enemies	63
Institutes around the Globe.....	63
The Tour of July-August 1985	67
CHAPTER 11 World Record Pace.....	70
Key Staff	70
Violence in Sport	71
On the Domestic Scene.....	72
World Cup Athletics	74
A Visit to Papua New Guinea	76
The Institute and Politics	77
Promoting the Institute.....	78
Finances	79
CHAPTER 12 The Real Enemies	85
AIS Statement on Daily Telegraph Headline -Tuesday. 19 November 1985.....	86
The Probe Ordered	91
CONFIDENTIAL Row Boats	92
CONFIDENTIAL Executive Director Furniture.....	93
Normalcy Was Difficult	97
The Specific Allegations and My Responses	98
Media Release Of Peter White M.P.	101
CHAPTER 13 Limping.....	106
December Fall out.....	108
18 December 1985 I WAS DISGUSTED: I AM DISGUSTED.....	109
Opposition Gropes Around for Dirt.....	112
The Moles.....	113
January 1986	115
CHAPTER 14 Co-Existence.....	120
Hangovers	120
Coercion	125
Preparation for Commonwealth Games.....	126
Initiatives in '86	128
More Spite and Silliness	132

The Giles Receipt Drama	134
Enough.....	138
What Then?	139
A Coat (Yeats)	141
CHAPTER 15 Free.....	142
Response	142
Matters More Important.....	145
The Games of '86.....	146
THE LESSER METALS FAIL TO GIVE DR. JOHN A LIFT Dorian Wild's Diary, July 29, 1986.....	147
The Dawn Raid.....	148
Normalcy	149
Sport and the Civil Service.....	151
Appendix A Resignation of Kelvin Giles Letter	154
Appendix B Draft AIS Strategic Plan	155

Special Photographs

My thanks to Mike Edwards for the photos of his outstanding lithographs representing the theme, "Grip." A feature of these lithographs is the Aboriginal terms fused with Edwards' various lithographs. They have pride of place at the Institute of Sport.

They are:

"Djinki" on Page 51

"Womerah" on Page 52

"Urthur Weeakaball" on Page 53

"Beenak Pulugge" on Page 54

My thanks are expressed also to the N.C.D.C. for the use of its promotional photographs commemorating the design and construction of the Australian Institute of Sport. The N.C.D.C. has constructed one of the most beautiful sports complexes in the world and deserves great credit.

CHAPTER 1 The Australian Dream Gives Birth

It is customary after a leave of absence to report to a university's President and Board of Trustees on the events and activities of that period. So to you, President John Silber, and the Board, I direct this report. It is an eventful story. Much of it is satisfying to narrate with enormous benefit accruing to all sides, which was satisfying and rewarding. Some of it is sad, and a very small portion of it alarming. You gave me permission in the Fall of '83 to take 2 to 3 years' leave of absence to head up the Australian Institute of Sport in Canberra. I spent from '84 to '86 as its head and a further year working with the Health Fraternity establishing a model for health protection in private industry. I had originally intended to work at the Institute of Sport for the full three years, but a serious difference of opinion with the politically appointed Board curtailed this project. Much was accomplished during this fledgling period. It was exciting, volatile and very competitive. There was intrigue yet great loyalty, perfidy yet great celebration, pettiness yet warmth and grandeur of image, and there was above all good intention from most of the players in this game.

Australians are a strange mixture of the caring and the reductionist. They respond munificently to worthy causes, they are fun to be with, are great hosts and generous with time and pocket. Almost on the same hand, they are beset with a Midlands mentality, competitive to the point of fault, expert at reducing tall poppies and simplistic in most analyses. They have freeways that start nowhere and go nowhere. Politicians that lust after power while at the same time protesting a "squeaky clean morality". Almost 50 percent of the Australian workforce draws its remittance from government sources. Therefore, we are laden with the civil service mentality and all its machinations. Yet we issue a Crocodile Dundee, a maverick actor with enormous talent and universal appeal, and the world sees Australia and Australians through his milieu. Australians identify with Paul Hogan, or at least his public perception, with torrid precision. We see ourselves as miniature crocodiles from the new Dundee. Unfortunately, this image is scarcely accurate and the identification process a lurid dream. Like most people in the free world, we are a complex mixture of the good and the bad, the clean and the tainted, the strong and the weak. We are educable, especially as the vast majority of Australians are literate and can be reached within 24 hours. Whole innovations are possible in short time in Australia. It took only two years in the mid-sixties to move the country from the English system to the decimal system in currency and within one-year, seat belts were universally compulsory. We are very much at the mercy of a few influences in public media. Rupert Murdoch controls 60 percent of the printed media and you know what that means. Much of the people's education is secured through heavy print, bared busts and controversial, overly emphasized sporting pages. The Bond group influence the video and television areas in cavalier but mostly positive fashion, and the best two newspapers are owned by a family whose brightest son scampered home from Harvard half way through his MBA to almost ruin the family fortune. Therefore, the public education medium in Australia is unsettled and cannibalistic - it tends to feed off itself. Australians read fiction much more than Americans did and this is reflected in the book and magazine sales published monthly.

Without the Australian Broadcasting Commission, there would be little serious European culture in Australia. Yet each city proudly boasts of an orchestra of quality, fine galleries and a host of other cultural institutions which function efficiently and effectively, but it is the ABC and its government allocation which safeguards Australian culture and which initiates most of the cultural changes. Of late, the ABC has been subjected to strong political influence and the destructive influence of selective causes, but it seems to be surviving these incursions and stands as a pillar of strength for the uplift of the Australian mind and cultural senses. There are only 19 universities in Australia, with most handicapped to the British system. A small number have patterned themselves on the better American universities, but graduate education is still a rarity. We have taken the simplistic approach of developing professional colleges specifically to teach designated jobs.

This has resulted in good craftsmen but it has not helped to lift the standard of general education. Australia tends to have educated dreamers or skilled craftsmen, both of whom suffer from the paucity of the liberal arts traditions. Nevertheless, in the words of Erich Fromm, Australians revere hope. It is one of their endearing qualities. After battling each other to death in the evenings, they rise early in the mornings expecting everything to carry on as usual. They are constantly hoping for better things and better results.

In the world of sport, Australians appreciate the effort of an honest battler, urging support at all levels, but Australian pride also demands winners. It would be untrue at the Olympic levels to say that Australians demand only gold medallists. They are not so unsophisticated and unrealistic as this concept suggests. In this way, I believe they are a step ahead of the average American who regards all second place getters as failures.

Australians are happy with an excellent performance and tend to identify with the underdog very strongly. Nevertheless, they eschew "weakies". Let me describe a weakie: "boasters who do not deliver; fast starters who die on their effort; 'knockers' who criticize without participating and especially people who show physical reticence in the presence of physical intimidation. This latter group have a "tail" in Australian Football terms and are considered highly suspect during moments of genuine crisis. As a consequence of the Australian preoccupation with detecting and weeding out weakies, the Australian population has a distinct set of expectations about their sporting heroes. Excuse making or alibiing, throwing in the towel or not supporting a mate in a showdown were earlier traits illustrating this expectation. A subtle change has occurred in the more recent generation where such terms as "squeaky clean," "post hoc punishment" and "tall poppy demolition" have introduced, frankly, alarming decreases in the Australian morale. However, the substance of this report is essentially sport. Its position in Australian life coupled with the expectations of the Australian people, so I shall concentrate on my experiences in this area for the remainder of the text.

Australian Sports Heroes

Australia has always prided itself that its individual sports heroes earned their results. No government assistance, no soft options, no huge fortunes and years of hard labour were the prevailing ethics of Australian sporting achievement until the late 1960s. Private business concerns, like Slazenger in Tennis, Speedo in Swimming, beer companies in Team Sports and individual sponsors were as close as any Australian sportsperson got to outside help. Moreover, the earlier Australians deserved their rewards. Our first world champion, Edwin Flack, for instance, moved his Price Waterhouse work from Australia to London to get ready for the most demanding of events, the 1896 Olympic Games. He trained according to methods unsubstantiated and unshared. He began the Australian myth of the bronzed iron man capable of beating the American superstars by winning the 800 and 1,500 meters at the first modern Olympic Games under trying conditions. He became an instant hero with the other nations whose champions were faring so badly against the United States greats. As a nation, we have prized highly any Australian who can repeat those feats. It might be interesting to record that very few Australian men have won track and field medals since. A triple jumper in 1924, a high jumper in 1948, a 1500 meters runner in 1960 and an 800 meters runner in 1968 are the only other Australian men who have won gold medals in the central Olympic competition in athletics since the days of Edwin Flack. Our women have fared better earning our adoration and support. The latest in a long line of Australian women gold medallists was Debbie Flintoff-King who won the 1988 Women's 400-meter hurdles by an 100th of a second after staging a magnificent fight back down the final straight. Her effort epitomises the Australian ethic in sport - do not talk about it, do it. In addition, it introduces you to the greatest problem of Australian sport, a lingering national inferiority complex that suspects that we really are not good enough to beat the rest of the world without exceptional effort under exceptional conditions. Australian tennis players, golfers and sailors have earned us great reputation over the years, but they have always had to be trained and honed overseas before success was theirs. John Bertrand led a team that wrested the America's Cup from the United States in 1983. It was a Herculean effort combining the persistence of Alan Bond with the brilliance of an aeronautical invention and the discipline of a committed sailing team. This winning combination took Australia by pleasant surprise. If most Australians had been forced to wager their homes and their fortunes on the result of the '83 challenge, even six months before it occurred, they would have reckoned on losing the lot. The result to Australia was delirious. We treated our golfers and tennis players with similar acclaim due mainly to the belief that they have achieved the supernatural. The fact that John Bertrand secured a Master's degree in Engineering at MIT, and Greg Norman, John Newcombe, Rod Laver and 'Muscles' Rosewall own homes and reside principally in the United States adds to the feeling downunder that Australia is dependent on other people for the rare successes it has achieved in the world of competitive sport. Our women folk depend even more on outside help because they do not have quite the same glamour, thus earning power associated with their sports. The Australian Netball team, for instance, has rarely been deposed from

the top of the world's listings, yet very little money accumulates into the sport. A \$50,000 annual grant from Esso has been their main standby.

Quality Was Not There

It was probably after the 1976 Olympic Games that Australian pride was most hurt and the Australian Government spurred into action to provide effective support. Australians won one silver medal and three bronze medals at those Montreal Games. Most Australians considered the results pathetic, recognizing that more sophistication was needed, preparation that is more scientific and more competitive opportunity if Australia was to continue to cling onto the fast accelerating coat tails of the world of sport.

On a trip to China in 1979, Robert J Ellicott, the Minister for Home Affairs in the Fraser Government, visited the Chinese Institute of Sport in Peking. His thoughts gelled and the idea of an Australian Institute took form. A man of action, this dynamic Minister realized he had the necessary ingredients within his portfolio. Territories, the National Capital Development Commission, Sport Aid and the City of Canberra were all his responsibilities. He bridged bureaucratic streams, hurdled public servant stodginess, hustled Cabinet support and jockeyed the Prime Minister into establishing an Australian Institute of Sport, which was opened officially on Australia Day in 1981 on a desert site in the Canberra suburb of Bruce.

Constructed at this time was a fine athletic stadium and an indoor 5,000-seat arena with some offices in the perimeter. It was during the opening ceremonies that Bob Ellicott talked the Prime Minister into adding a gymnastic stadium and a swimming pool even to the point of making that official announcement on that opening day. Probably no other political figure in Australian history could have pulled off this coup. A number of worthy predecessors had tried.

During the Whitlam Government, '72 to '75, the Minister of Recreation and Sports, Frank Stewart, had earned a fine reputation for supporting the Australian efforts. He had commissioned two reports, which recommended similar action, but they had gathered dust on the shelves of the Australian bureaucracy and would not have been rediscovered had Ellicott not descended on the convoluted tubes of the Canberran civil service with plough and knife. It was clear to Bob Ellicott that only a small number of sports would be admissible in the beginning. He chose eight sports. Whilst receiving advice from the sporting world in general, it is true to say that Bob Ellicott made the selection of these eight sports himself, and was prepared to defend his actions against the inevitable criticism from colleagues and enemies.

The sports Bob Ellicott had chosen were Track and Field, Swimming, Tennis, Soccer, Gymnastics, Weight Lifting, Basketball and Netball. He realised that some were team and some were individual sports, and some traditional sports like Rugby football and Australian Rules, along with Golf, Surfing and all of the Winter Sports would come knocking at his door eventually with legitimate claims for admission. With the exception

of Netball, he chose essentially the Olympic sports for this is where we had fallen down so badly.

Netball is played by 1 of 5 Australian women, so it had thoroughly legitimate admittance claims. Ellicott searched, initially, through the good graces of Graeme Dempster for the kind of personnel he felt could pull it off. Dempster visited me in Boston in late 1980 seeking my interest in the position of Executive Director. Regrettably, I was unable to leave at that time. I had just taken over as Head of the Human Movement program and had too much research unfinished. Graeme Dempster was quite clear on Ellicott's impatience to begin. He wanted his men in position by January '81. He was particularly keen to lure David Hemery to the head Track and Field coach position. David was the coach at Boston University at that time and his success had reached Australian shores. However, David was also unable to accept so this particular trip turned out to be, at least initially, unsuccessful.

My appetite was whetted by the action in Australia and the seed of eventual participation was sown. Ellicott knew he had to go after the best coaches he could procure or the experiment would fail. Monies were provided for the world searches and an atmosphere of provision established in Canberra. From the start, he encountered opposition from every section, Finance, the Prime Minister's Department, even Cabinet opposed many of his initiatives, but his energies prevailed and, grudgingly, the various bureaucrats dropped into line and marched to his stirring themes.

Today, as opponents reflect, most of the earlier bureaucrats involved rate this the most exciting time in their professional careers. They talk about Bob Ellicott with affection and wonder. Unfortunately, for Australian sport Ellicott's tenure in the Home Affairs portfolio extended briefly beyond the official opening in January of 81. A succession of sympathetic, but ineffectual, Ministers followed.

The Institute continued to grow only on the grace and support of the most feared politician in Australia of that day, Malcolm Fraser, the Prime Minister. He was the man who ensured a reasonable budget in the first two years of its establishment. The Opposition Spokesmen, John Brown and Barry Cohen, supported the establishment of the Institute so bipartisan interest meant few disruptions during the weaning processes.

The physical establishment was exciting: a gymnasium with the latest equipment and two swimming pools were soon installed. An indoor tennis stadium, along with outdoor facilities in throwing events, tennis courts and netball courts were soon in place. A plan for the finish of stage one was also set up during the years of my immediate predecessor, Don Talbot, an irascible, but highly successful swimming coach of the 60s. Talbot deserves the highest praise for the start-up operations.

In the earliest days, Talbot took a turn at the brooms even to ensure the place was neat and tidy. The bureaucracy gave checkered support. Nobody opposed the plan in principle, but the introduction of a full-time equivalency rating in staff numbers foreshadowed one of the greatest problems the Institute faces even today, the total

inability of the Canberra establishment to understand the needs of modern day coaching at the highly competitive, international levels. And herein lies one of the anomalies of Government support for elite athletics.

Efficient bureaucrats are needed to monitor the affairs of public monies and this is acknowledged at all levels, but the training of a bureaucrat is to advise the minister, carefully and efficiently, and to run a tight, proper functioning department. Risk of any type is to be systematically eliminated, yet the very essence of a successful, international sporting effort is the calculated risk. Sportsmen and women think, act and model their lives in almost diametrically opposed dimensions to those of the career bureaucrat. Their objectives and modes of operation are very different indeed. The efforts of the Canberra bureaucrats during my tenure to hone and control the Institute as a defacto, then dejura government department were root causes of my dissatisfaction and the eventual conflict that developed. Talbot discovered this problem in the first few weeks of his tenure.

The bureaucracy approved six full-time positions. Alerted to the stupidity of this number by Peter Bowman, his intelligent and loyal second in command, Talbot erupted. He needed coaches for eight sports, administrators, promotions people, financial controllers and supervisors. Six would not even begin the process. He was given 25 people in the first of the early turnarounds by the powers that were. And so began the earlier appointments and tussles of the Australian Institute of Sport.

Ellicott was very careful with the appointment of his first Board. He knew the whole enterprise would founder if his choice of a Chairperson was not sound. He approached the newly appointed Executive Director of the Shell Oil Company, Mr. Kevan Gosper, who happily accepted the position. He was a particularly enlightened choice. Respected on both sides of Parliament and in the sporting community as well, Kevan Gosper brought the maturity of management and the success of Olympic participation to the fledgling organisation.

Kevan had led the Australian 800 meter relay team to a silver medal in 1956. He won the 1954 400 meter gold medal in Vancouver at the British Commonwealth Games and broke Melbournian's hearts by being touched out of a place in the Men's 400 meters at the Olympic Games in 1956. His running style was fluid and dignified. His gait had the authority of someone who understood and prepared for the contest. Some said he overstrode slightly and this may have prevented him from winning Olympic gold, but Kevan Gosper represented Australian sport at its best. Kevan's success in the business world confirmed a profile of good sense and assertiveness needed by the officer in charge of Australia's drive towards sporting excellence.

Today, Kevan Gosper has fulfilled the leadership promise he gave in 1980. He is Chairman of the Australian Olympic Federation and an Executive Member of the International Olympic Committee. He sits on the international Board of the Shell Corporation and is tipped to go even further in the world of sport management. On the personal side, his life has had its traumas, too. Shortly after he returned to Australia, his

first wife suffered a sudden and tragic stroke. His second wife, Judy, had studied in the United States before returning home to work at Melbourne Teachers' College. Still in her prime years, she presented Kevan with a son and daughter. The tall executive now boosted a grown family living overseas with a start up family living in Australia.

Kevan and I were colleagues in our earlier competitive days in the middle 50s but we had not been close as his pathways led in different directions to mine. We were at odds over the decision of Australia to attend the 1980 Olympic Games in Moscow. Kevan favoured supporting President Carter's and Prime Minister Malcolm Fraser's boycott. I was energetically opposed to the boycott on grounds that the Olympics were more important than the politics of any one country except under the conditions of world war. I hasten to add that I did not support the thick-headed Russian invasion of Afghanistan either, for it brought on the Great Bear's version of the USA's Vietnam, but I felt President Carter had taken the soft option. He had asked the summer Olympians to bear the brunt of America's response to the incursion of the land dominated by the descendants of Ghengis Khan.

My relationship with Kevan Gosper, however, certainly did not suffer because of differences, even if serious. We had too much mutual respect. Our objectives for the vision of Australian sport were very similar. We wanted to provide the best support for the best of our athletes in the most efficient way possible. Our friendship continues today. Gosper and Ellicott assembled an excellent, initial Board. They had the good sense to place on the Board people of strong vision. John Cheadle, a brilliant lawyer from Sydney, provided a fair and wise direction; John Daly, an excellent History professor from Adelaide with long experience in the United States, was another; Wayne Reid, the President of Tennis; John Devitt, a gold medal swimmer during the 50s, and Deidre Hyland; the President of Australian Netball, were sensible additions also. The inclusion of John Newcombe, renowned around the world as a tennis player and commentator, convinced the world that Australia was serious about its Institute of Sport.

From the bureaucracy an ambitious name appeared in the person of Paul Brettell. He brought bureaucratic industry and a sincerity that was important in the earlier days. Perhaps Graeme Dempster would have been a better choice as he had led the initiation efforts and was far less ambitious, but it must be said that the addition of Brettell at this time represented sound thinking on the part of Bob Ellicott.

The board needed a sports scientist. Recommended by the two bureaucrats was Professor John Bloomfield from West Australia who became Vice Chair of the Institute. Ellicott didn't know Bloomfield before he set up the Board, but speaks of him as a kind man today. Bloomfield had also experienced graduate studies in the United States at Eugene, Oregon. His return to Australia in the 60s proved nearly disastrous as he found great difficulty in getting a university position. Australians then, as they do today, practiced a closed system when it came to university appointments. Bloomfield persisted finally establishing a position in Western Australia. He is still there today. Bloomfield is a man of close friends and strong enemies. The name seems to evoke strong praise or

severe castigation depending with whom you are talking. I found that we accomplished wonderful things when working together but experienced near meltdown proportions when we fell out. My perspective on Professor Bloomfield is unfortunately tainted by the latter experiences. His sincerity, however, could not be doubted and his position on the Board continued until mid-1989.

Rounding out the first Board was an experienced, cagey expatriate, Sam Richardson, who was Head of the Canberra College of Advanced Education (CCAEE). The Board began work immediately, moving quickly to establish position. One decision taken at that time seemed logical and was adopted. Like most initial actions of a new institution, the concept of bringing athletes to the institute in separation from their home states and areas solidified. Indeed, by the time I arrived in May 1984 the practice was set in concrete. But Kevan Gosper's established position, the best facilities, the best coaching and the best opportunities for the best potential should be provided was sound.

The Institute began immediately to consolidate its position. Unfortunately, many coaches, teachers, parents and supporters from the outlying states and territories discovered that their noses were out of joint. The subtle resistance began at this time and grew in a short period to outright defiance and acrimony. Nevertheless, the Institute attracted sufficient numbers to get good results at the Commonwealth Games in 1982. It was new with promise of exciting opportunities. Earlier problems did not dim its lights. Pat Cash, for instance, 1987 Wimbledon Champion, was in the first AIS intake in 1981. For a short time, they practised tennis by hitting a ball up against a wall whilst awaiting facility construction. A number of earlier athletes experienced injury and disenchantment due mostly to the growing pains of this young giant.

The Institute was forced to act like a college in its supervision of the resident athletes. This meant that some champions were excluded through behavioural problems. The concept of relocation must at least take a small portion of the blame for this problem. When athletes are taken from their home environment, all of the facets of their daily living must be replaced or supplanted or the system will fail and the results will be poor. Early Institute decision makers recognized this problem but decided that it was not insurmountable. Something had to be done to lift Australian sports and this at least should be tried.

Canberra

There is also in Australia an abiding distrust of Canberra. The States work actively to bring Canberra decisions to heel. Cooperation between the two is mostly a matter of words and law. The spirit, even within the same political parties, is found wanting at least 75 percent of the time. Very soon, South Australia had set up its own institute of sport and the opportunistic New South Wales Sports Minister, Michael Cleary, had embarked on a separate institute in New South Wales. Western Australia and Tasmania soon followed and Queensland and Victoria were soon under way. These rival state institutes compared themselves openly in results with the central institute in Canberra. Competition

is good, division is disastrous and the fallout from this disposition was one of the first odours I detected in May of 1984. The public, however, was still not aware of the new Canberra monolith. Public relations and widespread marketing had only just begun.

The earlier coaches were appointed rapidly and in some cases with too much haste. Little serious investigation was possible as the time constraints demanded that coaches be in position instantly. Several of the coaches initially appointed are still there and in the case of Netball and Basketball, the original choices have proven very successful. Other appointments during the Talbot era that have endured excellently have been the Gymnastics, Swimming and Tennis head coaches.

The coaches are, of course, as in all athletic departments, the people who bear the brunt of all criticism. Their successes can be measured precisely and their failures are ready excuse for their demise. The coaches of the Institute were, in the words of Peter Bowman, "like hungry dogs scrambling on the hill for the one bone." Their energy levels were frenetic and their demands unceasing. They even formed a union at one stage demanding the construction of a garage to house their cars when they arrived at the Institute. I was full of sympathy with Institute coaches, then and now. Their jobs are on the line and the support they received from around Australia was conditioned, but more of this later.

There were now three distinct populations of people inhabiting the suburb of Bruce. The managerial staff, mostly appointed from the public service; the coaching fraternity, originating from international and national sources; and the athletes who trickled in from all parts of the continent. The three subcultures established a working relationship and at the same time tensions which have persisted. Housing the athletes was a major initial concern. Sam Richardson, the Principal of the Canberra Advanced College of Education, was a jovial and competent political analyst and lobbyist. He provided Arscott House, which he had built especially to house the Institute athletes. Other rooms at the Australian National University and in the downtown area accommodated the earlier athletes. Supervision was difficult with repairs frequently needed. Some of the Institute's problems began with these difficulties, especially with the folks back home and the abiding resentment of the domestic supporters.

A large problem arose with the young female gymnasts who had to be billeted out with willing families. Although mostly successful, one earlier alleged incest incident was all that was needed to bring Personnel Director, Joan Faull, scurrying to my office during a visit in January 1984. With the construction of the residences in 1985 we were able to resolve, at least during my tenure, this harrowing problem.

Don Talbot became increasingly frustrated with the encroaching bureaucracy and the limited finances in the post-Ellicott period. Initially the change of government to Labour and the instalment of the sports loving Bob Hawke as Prime Minister, along with the genuine enthusiasm of Sports Minister, John Brown, produced much support among the Institute staff. Talbot even talked of a Department of Sport, which actually came

about with the change of government. Cabinet continued the earlier plans of physical plant construction at a high fiscal commitment. John Brown was visible and vocal in his support of the Institute and Australian sport in general. If these two had been able to function in the same unrestricted fashion as Ellicott and Fraser, perhaps the Institute would have continued to grow and prosper. They were, however, members of the Australian Labour Party, which is an amorphous collection of every known political position on the spectrum.

There are two parties in Australia, the Liberals with their country affiliates who take a generally conservative position and the rest who assemble under the label - Labour. The Australian Labour Party is the dominant party. A small offshoot, the Democrat Labour Party, watchdogs everybody else. The Australian voting public alternate between the conservatives and the Labourites for outright governing rights but make sure sufficient watchdogs are elected to the Senate or Upper House to prevent either of the large conglomerates from getting out of hand. There is probably genius there somewhere, although many would disagree with me.

Labour in Federal Government has three factions - their names negate description: the Right, the Center Left, and the Left. Both Bob Hawke and John Brown are members of the Right depending upon their votes for continued support. This factional governance has bent the rules of straight democracy and complicated the decision-making processes. There was a need for the party to first hold its own platform meetings (Caucus) before Parliamentary Bills could be presented. The wheeling and dealing in Caucus meant the sacrificing of many a pet ministerial plan and initiative.

The Labour Party was and still is supportive of the Institute and much was accomplished but our progress was slowed down with the budget of 1985-6. The fiscal crises facing the Hawke Government curtailed growth at the Institute, and a number of sports have suffered from the "half support syndrome." John Brown was not as adept at appointing Board members as Robert J. Ellicott.

Brown replaced Conservative members with friends and energetic sports executives, even one who I perceived had no place in elite sports determination or management, Ms. Libby Darlison. The Government representative changed dramatically, too. Paul Brettell was replaced by the new permanent Head of the Department of Sport, Recreation and Tourism, Mr Bruce MacDonald, whose reputation in the bureaucracy is explained by his nickname - "super clerk." Well-intentioned but determined to bring the burgeoning new Canberra child under control, Mr MacDonald represented the most conservative voice on the new Board. With Gosper continuing as Chairman, however, and many of the old faces still in place, the Board continued, in my judgement, to function effectively and to embrace a strong vision for Australian sport. Kevan Gosper was the key, but it was evident that the new winds were blowing stronger and prophetically conservative: more government control, more bureaucratic hiring, less entrepreneurial skill and tight fiscal allocations. The simmering Don Talbot lasted only four months in this atmosphere. He resigned in September, reluctantly. Naturally Don had

made some enemies, but his energies and his argumentation had established the fledgling institute as a credible entity.

The advertisements for a second director were sent worldwide. Over 200 responses were received and a selection committee consisting of Gosper, Bloomfield and MacDonald was instituted. Technical difficulties over the functioning of the new Board enabled Mr MacDonald, the Minister, Mr John Brown, and the committee members to hold the selection process in the utmost of secrecy. Board members complained that they were not involved.

Accession

I was approached by a prominent Australian in August of 1983 and asked to apply. At first I was reluctant. It would mean leaving Boston University and the redirection of the career, which had been very successful to this time. I was aware of Talbot's difficulties with the bureaucrats and the fiscal restraints and had left the Australian governmental employment scheme after ten years of high school teaching in Victoria with a quiet promise never to return to the civil lists. Each night for over three weeks I received a phone call from a different Australian at my Boston offices urging me to apply.

Finally, in the early weeks of October I threw my hat in to the ring. I made the final selection and was asked to join eight others for interview on the first Monday of November 1983. A character from the Department of Sports, Recreation and Tourism called me on the phone to make the necessary arrangements. It seemed surprising to me that the Institute was not conducting its own search using its own allocated funds. Subsequent discoveries confirmed my suspicions that the Department reckoned on rating prominently in all Institute affairs. The contacting gentleman suggested that I would be remunerated for an economy round trip and three nights' accommodation at a Melbourne hotel. I smiled as he made a special call to remind that I must vacate that hotel by the Wednesday morning. It was so typical of the bureaucracy to fly a man half way around the world and then strain to ensure that he abide by public service regulations. It didn't matter as I had already made plans to stay with relatives and friends during the non-official time of my one-week stay in Melbourne. I recount this episode not to be petty or confrontive, but to contrast the vision splendid of the Kevan Gospers and the heavy restrictions of those working in government departments.

The differences between the business world with its careful vision and determination to succeed and the constricting circles of regulation in the bureaucracy were illustrated yet again clearly and prophetically. I didn't mind staying only a few days at the expense of the Selection Committee. That was proper but it was the attitude of control and inhospitality that almost persuaded me not to go in the first place. In fact, I had decided to withdraw my application after that phone call. Who needs to leave the excitement and arousal of a private university in the United States for position No. "2456" in the Canberra bureaucracy. Friends prevented me from withdrawing with the argument that one bureaucrat a department does not make.

So I journeyed to Australia and on Melbourne Cup morning, always the first Tuesday in November, I was offered the post of second Executive Director of the Institute of Sport. The Selection Committee's condition was that the appointment be approved by Minister John Brown. My condition was that I make the necessary arrangements with Boston University. I met John Brown on the Wednesday before Thanksgiving in the Australian Trade Commission's offices in New York for a very pleasant conversation and confirmation.

In the meantime, my letter to you, President Silber, requesting leave of absence was promptly responded to in the affirmative. Permanent appointment, however, would have to wait until the following May as commitments at Boston University were still strong. At my own expense I journeyed to Australia in late December 1983 on family matters and for professional speaking engagements. It was during this time that my appointment was officially announced in Canberra. I met John Purnell on this occasion he was the publicity director of the AIS. His career reached back into the world of commerce and teaching. His familiarity with Canberra and the press proved invaluable in the coming months. The visit also gave me an opportunity to work in the Executive Director's chair for one week in January. Many decisions were made during this visit and I continued to affirm important decisions with the acting Executive Director by telephone from Boston in the Spring of '84. It made for a busy time.

In the interim, between the resignation of Don Talbot and my taking up official, permanent residence in May of '84, Mr Paul Brettell was installed as Permanent Manager and Acting Executive Director. Mr. Brettell did not go through any search and comparison measures. He was swung over from the bureaucracy in an arbitrary placement. The difficulties of providing vision and direction and managing the day-to-day details of the Institute were debated by the Board. The appointment of a General Manager was first opposed by Mr MacDonald but supported heavily by Professor Bloomfield. Mr MacDonald changed his mind after meeting me in Boston and supported the position of General Manager. We had a very pleasant exchange so I hoped a friendship would be struck and a working relationship established. Initially this was the case. My relations with Professor Bloomfield were also very cordial at this time.

The period between Talbot's resignation and my official appointment will henceforth be referred to as the interim. It was an important period because it covered the build up to the 1984 Olympic Games, which would be the first real trial of the Institute's progress. I was alarmed at a number of events during this interim. Drove of middle level managing bureaucrats were installed. As we needed more personnel and I couldn't do much about it anyway, I decided to make the most of these appointments and ensure they worked diligently in their new posts.

Australia's Institute

Hockey was added as the 9th sport and decentralised to Perth. This was an enlightened move fully supported by me from the Boston perch. It heralded the Institute's

willingness to decentralize and provided important indication that Canberra was not the only point of Australian interest.

During this time, the National Training Center took form, although its beginnings were seeded in earlier times. This involved bringing in for short periods other worthy sports groups in Australia. They flocked to the line hoping to turn temporary into permanent status in this wonderful new Institute of Sport. The National Training Center Program was to me the forerunner of the directions in which I would try to head the Institute. Situation specific visits to the Institute had great merit. When the 1986 Men's Rowing Eight was preparing for the world championships in Nottingham, England, we assembled the whole team at the Institute for eight months prior to the event. They trained in demanding circumstances on the icy surfaces of Lake Burley Griffin with nutritional and scientifically monitored fitness training to boot. They learned to compensate for human weaknesses like cold and fatigue. This group grew so close together that their ultimate performance in winning by almost a boat length from the world's best crews underscored the value of specific event training at the Institute of Sport and gave rationale to the individual sacrifices made in preparing for a world championship.

In 1986, we budgeted for over 100 camps from more than 50 different sports. One of Australia's finest and largest banks, the Australian and New Zealand Banking Co, seconded our thinking on this matter by providing over \$100,000 per year for three years to sponsor the NTCP. Many stories colour the interim. During my interview week I spent a day at the Institute reviewing its progress.

Peter Bowman took me on tour. It was a Saturday so few activities were immediately evident. National Track Coach, Kelvin Giles, was conducting a clinic for some local athletes, not those attending the Institute full time. We moved across and stood at the side of the sector viewing the spectacle. I had hoped to say a quick hello to Mr Giles and thank him for this extra work. He chose to ignore us. Although Gary Knoke, another coach working there, did come over and greet us. There is something to be said for a coach concentrating entirely and fully on his task in hand. Certainly semi political figures appearing on the sidelines can be a nuisance, so we must give Mr Giles the benefit of the doubt as to whether he was deliberately ignoring me or whether he was simply devoting 100 percent of time to the task in hand. We stayed for a while. Mr Giles was yelling at the high jumpers, criticizing their efforts and urging them to do it better. He did give praise when one individual approached the technique he was advocating. Few rumours had reached me with greater frequency across the waters to Boston than those describing the antics of Kelvin Giles. He had appeared on national television roasting Australia's best woman long jumper for not putting everything into her training. Frequently his utterances were printed in heavy type on the nation's newspapers on a whole host of topics. Kelvin Giles was a character and one who was master of his own ship. Indeed his very first words to me during that January week, it was on a Wednesday at 2 pm that we met for a chat, were - paraphrased: "I don't think I can stay at an institute that is so bad and inefficient." I'd heard of his aggressiveness with administrators so I ignored this opening statement and shot this question back immediately: "Kelvin, what's

it like living in Hall? I've been looking at that suburb as a place to purchase a house." His head jerked back in surprise, but he recovered quickly and we had quite an intelligent discussion of that unique and historical town nestled in the northern extremities of the Australian Capital Territory. Kelvin himself resided there, and with some reservations, he expressed pleasure at the location and the district. He then brought up his strong ego, which he acknowledged was a problem in relations with the rest of the athletic fraternity of Australia. I jested and called him "l 'enfant terrible," which he conceded was a fairly accurate description. Then we discussed athletes, Los Angeles, his staff and the upcoming schedules. It was not an unpleasant discussion but it left me with the distinct impression that criticisms of Giles by other coaches and administrators were not without substance.

Indeed, on the last Saturday of my week in Canberra I flew to Melbourne at the invitation of the Athletic Union of Australia to discuss the few major problems that they had at that time. Second on the agenda was, in the words of the Executive Officer, Rick Pannell, the problem with Mr Giles is that he promises to cooperate on agreed actions but does not follow them through. I suggested that Mr Giles like all the other coaches would be under review and that renewal of his contract or otherwise would be dependent on that review. I asked them to keep me abreast with any problems that should arise in that time. We talked about Kelvin's personality but agreed to keep an open mind because coaches are often volatile and fiercely independent. Few coaches abide society's norms and the successful ones often flout community sensitives. Indiana Basketball coach, Bobby Knight, is very like Australia's legendary Percy Cerutti and current swimming guru, Lawrie Lawrence. They seem to inspire success while at the same time behaving outrageously. So we left the question of Kelvin Giles open to his own solution. Kelvin knew quite clearly that I expected him to mold a team at the Institute and be a role model to the rest of Australia.

My first interview during that week, however, was of a very different nature. It was at 9:30 on the Monday morning. My old friend, Gary Knoke, was the first scheduled coach to visit. We had known each other in the late fifties and early sixties as fellow athletes and friends. Gary's career as a 400 meter hurdler had been distinguished and he'd gone very close to Olympic gold on one occasion. He had spent some time in Oregon successfully representing his university in NCAA competitions and he'd married and started a family with a young American. Gary was the sprint coach at the Institute of Sport appointed before Kelvin Giles' arrival. He was a prince of a human being, knowledgeable, unassuming, enthusiastic and dependable. We shook hands enthusiastically. I was looking forward to working with Gary for many moons to come. His eyes dropped, his voice rose a note and stated quite simply:

"John, I want to wish you the best as our leader. Unfortunately, I will not be with you long. I will be dead in six months." My God, I'm sure few Executive Directors have been greeted with such stark first moments in a new job. I was speechless, looking hard back, almost disbelievingly, into his serious and sad eyes. A long silence passed, "Gary, you must be mistaken."

"I've just come from the specialist, the cancer which began in my stomach is spreading all over, and it's out of control. He doesn't believe I'll survive until the Olympics in August. "

"Gary, there must be something we can do. You must go somewhere, anywhere with our help and blessing, there must be something we can do."

"John, I've thought it through. I have three athletes I am preparing for the Olympics, Paul Narracott in the sprints, Don Wright in the hurdles and Gary Brown in the intermediate hurdles. We have talked and they understand what's required. I want to help them as much as I can. They have faith in me and they want to stay with me."

The man's courage loaded each sentence as he fired. It was his dying wish and his charges would get the flashing embers of his life. In his early thirties still, Gary Knoke represented the kind of young coach Australia needed in the great climb back. His determination in the face of pain, emotional hurt and the knowledge that his career as a coach would be short lived was an inspiration to us all. He had difficulties with Kelvin Giles and talked of these with scarcely contained emotions. A competition between the two men had developed from the time they first met and the consequences were unfortunate for the profession in general. Few people abode Kelvin's ego especially when it intruded upon the coaching relationships of other sincere and competent coaches. The highly successful Henri Schubert in Victoria had voiced similar concerns.

I was to have more problems with the Giles ego during the interim and I felt it a great pity. Paul Narracott ran brilliantly to defeat Carl Lewis at an indoor sprint meet in Japan during February. On his return Kelvin Giles spoke for his training and training methods, which was unfortunate, as he had had little to do with the promising Australian sprinter. The episode upset Gary Knoke understandably and raised tensions at the Institute, but it was a letter written to me by Giles inferring that Knoke was not a good role model on the track during his coaching attempts that brought matters to a head. It was a cold letter that inferred that only efficiency could be tolerated, ignoring the human side altogether. I responded strongly pointing out that Gary Knoke was our sprint coach and would remain so as long as he could communicate with his sprinters.

Paul Brettell wrote, also, which was unfortunate as it began a long line of unnecessary duplications that he worked whilst in his general manager's capacity. It seemed then that he was rivalling my position in anticipation of sliding into the Executive Director's chair. I gave no thought to this matter at that time, although Paul had been a finalist for my position and was acknowledged to be ambitious by those around. It was as though he felt that he must also speak out against the apparent callousness of the Giles letter. At the time, I appreciated his support as he was acting Executive Director so I placed little moment to this second letter. Gary Knoke was unable to accompany the team to the Games and died as predicted in July. We held a testimonial gathering at the Park Lane in Canberra in May. All attended and Kelvin Giles, to his credit, sent a fine, warm tape from the team who by this time were in training in Europe. It was well received.

I encountered the discipline problems of some of the young weight lifters stationed at Arscott House. Frankly, their behaviour was disgraceful. They were rude to the meal servers and broke a door during a celebration, apparently a very wet celebration. Punishments were meted out and restoration made, but discipline continued to dog the heels of Coach Lyn Jones during the next six years. It was not entirely his fault. The lifters were a mixed group. Some were utter gentlemen, others suffered from occasional outbreaks and a small handful were at the Institute for reasons other than international glory. It was for them a holiday and their behaviour reflected this attitude. Jones made a number of changes in 1984 and the group settled down much more, but charges of steroid ingestion have plagued his team to this day.

I was delighted to see that the finances were in good hands and the plans for future weight lifting building had been approved. This Institute was growing rapidly. I used to tell visitors that we would water the ground and a building would spring up. Buildings and Grounds Department were proud of the terrain now under construction and literally reworked a small desert into a garden. The lawns and trees melding with the statues and buildings, even the car parks, were producing a spectacular sight in the wilderness of Bruce. An Industrial Park was planned for areas to the west of the Institute and a Technical College to the south completed an attractive outlook for this area of Canberra. It was exciting.

Many evenings around 5 pm, Boston time, Paul Brettell would call me to discuss daily affairs. We worked well together. I was a little disconcerted at the growing numbers of administrators but there was not much I could do from such a distance. I flew to Paris and London in early March to look at their respective institutions.

The Paris institute was well established but lacked assertiveness and, I'm told, did little to spur French efforts at that time. The physical plant, however, was outstanding. A large aircraft hangar-styled building covering differentiated floor levels represented an intelligent approach to the problems of providing adequate facilities for indoor training and competition. I tucked this idea away for further reference.

England did not have one institute of sport, rather six areas where elite sports people could be helped. I visited two of them - White City was sparse and underfinanced; the Northern Center was popular and effective and experimenting in the model Australia had adopted. Youths were placed in residence, sent to local schools and coached during the evenings. They were supervised in conditions that resembled a soccer boarding school.

The same problems that later plagued Australians were also in evidence in this northern school. Local coaches and families were reluctant to give up their children permanently. The problems of living beside permanent competitors and in an atmosphere of stress to succeed resulted in the youths generally failing to develop their potential. I realised then, as I do today, that residential living is best suited for specific goals rather

than general goals. The director of the English northern center was tempted to put in for my job in Australia. He didn't, citing the inadequate three-year tenure as his reason.

In late April I journeyed again. This time to join Dick Telford in interviewing 10 applicants for our three sports science positions scheduled to boost our service capabilities and introduce some basal research. I conducted the first interview in Zurich, the second in Frankfurt and joined Dick for the interviews scheduled for London and Boston.

We found our sports psychologist in London. Recommended by David Hemery, he had been enormously successful with British runners in the immediate past. He was a Welsh rugby player, adding a touch of reality to the delicate mental preparation needed to prepare athletes for ultimate performance. Brian Miller stayed with the Institute until December 1988 and was highly successful at the AIS. His move to Australia, however, ended his marriage, especially as his wife was not really happy with the job opportunities available to her in Canberra.

We found our Biomechanist in Boston three days later. Mario LaFortune, a professor at the University of Trois Riviere in Quebec, earned the position. He was brilliant, having graduated from the highly respected Penn State Locomotion Studies Program, and his interest in basic research attracted us for we knew serious breakthroughs in this area were needed if we were to steal a march on our highly supported North American and European rivals. Mario and his twin sister were French speaking only until they went to college. She attended medical school and he went to the United States where in the short space of six years he learned English and earned a doctorate. We were happy to secure his services. The only blemish was a tendency to quarrel with immediate authority, a common trait with scientists the world over. He was not politically savvy and his later opposition to Dick Telford opened the door for less able administrators to demote Telford. His work with foot placement, shoe shape and shin splints is distinguished as it continues today.

We found our Physiologist living next door to the Institute in Canberra. Alan Hahn was teaching and researching at the Canberra College of Advanced Education. A modest, excellent scholar, Alan has continued to serve Australian sport brilliantly since that appointment. I was criticized for interviewing these candidates abroad. John Bloomfield said at a Board meeting in April that this was not the practice of Australian universities and therefore should not be the practice at the Institute of Sport, either. He was right about the universities and more's the pity. Far too many second class professors work in Australian universities today because the search processes were so sadly restricted in scope and finance. With three precious scientific positions it was not my intention to take undue risks in the searches. I believe, all but one of the ten people we interviewed, would have been successful in Australia. It is a great pity that the foolishness over hiring restrictions in latter times prevented us from setting up the type of scientific faculty that would have turned around this oft neglected aspect of Australian sport.

Dick Telford, Geoff Bond, Bruce Mason and John Crampton, along with the medical staff planned the sports science medicine facility expertly. I direct the reader to the photo series in Chapter 6 to see the visible evidence of their planning. I doubt there is a better facility in even the more sophisticated countries of Europe and North America.

This April trip to Europe was highly successful and I did not regret one penny spent on its outcome. Bruce MacDonald visited me during his long world trip after the Winter Olympics in Yugoslavia. I rescued him from repeating the mistake of many visiting senior Australian civil servants. They travel from embassy to embassy receiving information sifted through the cerebra of other senior civil servants. Bruce recognized this problem and welcomed the side trip to Boston for the three days. He visited Boston University's computer center and other important sports facilities at the colleges in this celebrated town. His visit to meet Arthur George Miller, who was at that time developing a latent talent in photography and considering donating his extensive library to the Institute, was the highlight of his visit. We discussed the newly created Department of Sports, Recreation and Tourism and the possibility of the Institute becoming a statutory body.

At that time Mr MacDonald was opposed to such a move believing that a relationship between the public company and his department would be productive yet ensure adequate government supervision. I smiled, but agreed with Bruce at this time. It was evident that the government was providing 90% of the financing and there is little doubt in any enterprise that "he who pays has the 'says.'" I could see why Bob Ellicott was so insistent upon creating the Institute as a public company, not a government body. It would fail if it were subjected to the rules and regulations of the Australian Government Service. I questioned bureaucrats at that time about the controls government had over statutory bodies and was told that they had as much as the Parliamentary Act establishing them included. Initially this satisfied my curiosity, but I was later to find that it didn't matter much what the rules and regulations stated. If Treasury failed to provide the wherewithall, rules and regulations went out the window. This is one of the explanations for the many people acting in positions in the bureaucracy and a reason why replacements take so long. Extra monies are gained during the non-appointment periods and important positions are filled from within ignoring the proper selection processes. These are two of the most often practiced tactics on the part of the bureaucracy to offset the rules guiding appointment and budgeting.

My spring semester at Boston University was hectic with large classes, many students seeking to finish up their theses and the transfer of the coordinator's duties to my good friend Len Zaichkowsky. But the promise of a term at the Institute with all of the developmental dreams in mind lifted the spirits and enabled satisfactory completion of the many duties.

On the 10th of May 1984 I jumped aboard a Qantas airliner in Los Angeles bound for Melbourne and Canberra. Qantas must have seen me coming because they upgraded me to first class enabling sound rest and recuperation. It was a fine gesture, a kind

beginning to a wonderful job. It was my 48th birthday on the 13th May, so I journeyed to Canberra on the 14th and took over the reigns from that day. Peter Bowman, John Purnell and Paul Brettell greeted me at 9:40 am on that eventful Monday. The press were there, too. There was a small article in the Canberra Times that next morning, but it heralded the many headlines that would be addressed during the next two years.

Sport was big business in Australia and becoming controversial as the nation's capital jockeyed with the States to center the sport thrust in its midst. Resentment in the periphery grew but this was a fine May morning, brisk with plenty of sunshine and I rejoiced as we drove through the bounteous city boulevards and out to the Bruce Stadium. I was glad to be there.

CHAPTER 2 Seven Weeks of Go

New in Town

My long engagement with the Australian Institute of Sport was over. Marriage had us together on May 14th. There were many well wishers. Gary Daly, Director of the Confederation of Australian Sport (CAS) was one. CAS was a powerful group of Australian sports functioning in the private sector. He was the dynamic leader and chief lobbyist. Bob Lay of Adidas, Geoff Thomas, a Carey Grammar School teacher, and Mike Donahue, an old friend from my Thornbury and Preston days were others. One letter from Merv MacKay from Oakleigh, Victoria, brought back memories of our efforts to found the Victorian Amateur Trampoline Association in 1961. He was the first president and I the inaugural secretary. Many young Australian gymnasts have graduated from that school. Australian diving coach and for many years No. 2 in our Men's Open divisions, Ian Nicholls was one. Internal matters, however, occupied my opening days. Paul Brettell minuted me on the management advisory committee meeting which had taken place on the 16th of April.

Messrs Bowman and Hobson had joined the soccer coach, two gymnastic coaches and the coordinators of sports medicine and sports science for discussions. All head coaches had been invited so the turnout was disappointing. Approaches were requested for the coaches to be paid on a company basis. They wanted some freedom with the spread of their finances, and they wanted a motor vehicle each, which was denied, although attempts were made to insure that with the purchase of many vehicles budgeted for the coming year, the coaches would have ready access to transportation. Attempts were made to involve Ansett Pioneer in bus maintenance and the provision of a driver for long trips. Later we decided to implement these needs through the Toyota vehicle company who served us well during my tenure. The sensible suggestion of having coaches and scientists on each other's search committees was agreed to.

Mr Bowman reported the athletes were better behaved as the result of a formation of a residential committee at Arscott House. At least noise levels were down. Some of the athletes' complaints bordered on the frivolous: "Some athletes wanted their peas separated from their corn; did not want tinned spaghetti, only freshly made -although they had a choice of five cereals, toast, bacon and eggs, etc., they wanted more steak. " I smiled at this minute dealing with serious questions and doubling, too, with the trivial. A letter from Colin Barnes of the Australian Swimming Union instanced the issue of salary payment whilst our coaches were on national duty. We agreed that expenses should be fully reimbursed but that double salary dipping would not be permitted. It was at this time that I decided to examine the press on my predecessor, Don Talbot.

Wanting to avoid prior contamination I had not consulted these data when applying for and agreeing to the conditions of the job. Don had left frustrated, but not unhappy with what had been accomplished. His main target was the politicians who gave inadequate consideration and fiscal support to the Institute's development. I suspect he

included the bureaucrats also for they advised the various Ministers and the Cabinet. Don was under attack at the time of his resignation from the Chairman of the Representatives Expenditure Committee, Leo McLeay. "We want to pay on results." If the Commonwealth Games were indeed a "backyard" affair "you did the misleading" (of the public) - only eight sports at the Institute and one could hardly call netball a national sport. McLeay continued, "The Australian Rules people said they're an international sport because they conned a few Gaelic footballers into playing their way." McLeay, who was critical of Australia's performances at the World Track and Field Championships in Helsinki in August 1983, gave two reasons: first concentrating on producing the elite without grass roots participation and second, the placement of the Institute in Canberra was a national disaster. Talbot, in a dogfight with this man, defended netball, agreed that not enough sports were at the Institute, condemned the small budget, agreed that decentralization was the way to go and cited the example of West Germany with its 50 towns containing elite and general participation sports centres.

"In 1972", he said, "I was fed up to the back teeth with the lack of support. I was coaching swimmers for the American market. I'm not making parting shots - this Government seriously thinks it's making a massive effort to help sport (but) in terms of past efforts it is, in terms of what other nations are doing, not nearly enough." His main complaint was that the efforts of Australians to catch up were still half hearted. On his last day in the job Don Talbot decried the Budget allocation of \$5.5 million which represented a 17 percent decline on the previous year's figure. In spite of the appearance of disgust Don Talbot was still highly nationalistic and keen to help Australia succeed. He believed we still functioned on a 1950 sports plan in the 1980s. While praising of John Brown he was known to be critical of officers in the recently formed Department of Sport, Recreation and Tourism. Talbot had clashed with John Bloomfield, too, on a number of occasions causing Kevan Gosper to intervene and placate the genuine, but irascible inaugural Executive Director.

It is just as well I hadn't consulted the data on Don Talbot before agreeing to a salary. After upping the offer from \$52,000 to \$54,000 through negotiation over breakfast in the Melbourne Sheraton Hotel, I discovered that I was still beginning my toil at \$3,000 less than Don Talbot's retiring salary nine months previously. However, as long as the salary was within range I worried not. I've never yet taken a job because of salary. In this sense I was raw. My contract read like a public service document but seemed reasonable so it was quickly signed and delivered to the Minister for his counter signature. Fifty-four thousand dollars seems to the average Australian like a whopping amount of annual salary. It must be stated, however, that he who giveth quickly taketh away. This humble salary amongst the high rollers was taxable at the rate of 60 percent, so I lost something in the vicinity of \$24,000 in my first year. The monthly take-home salary was little more in real monies than my Boston University professorship and after all the accounting had been done I was taking a loss on the move from Boston to Australia. Other salaries at the Institute suffered similarly. It was difficult to attract overseas experts when the Australian tax situation was so seriously imbalanced.

Even before I arrived in May I was exchanging barbs with Bill Mandle. A feature writer with the Canberra Times, Mandle was Dean of the Life Sciences Department at the Canberra College of Advanced Education. He was a first-class, card-carrying cynic, born of Fleet Street manoeuvres and keen to sharpen his teeth on Canberra's political machine. We locked horns immediately and continued so until my departure two and half years later. Many people enjoyed the exchange and over breakfast Bill and I conceded similar feeling, I was stopped, however, at a restaurant by the senior lecturer in English at the National University and thanked for battling the caustic Bill. Two samples of that exchange follow.

Degenerating AIS begs for Liberalisation

Now that the Liberal Party has at last a leader who understands what the philosophy of Liberalism entails we may hope that when Mr. Howard succeeds to the Prime Ministership we may see some good old-fashioned Liberalism in action.

One area where we are promised such action is in denationalisation of a number of enterprises. Mr. Howard, although espousing the principle, finds, as most do, the word "privatisation" an ugly one. Might we perhaps offer him the term "Liberalisation" as a more euphonious description of both the activity and the philosophy behind it.

Mr. Howard is committed, he tells us, to the Liberalisation of government enterprises, large and small. So far interest has been confined, publicly, to the giants -- TAA, the Commonwealth Bank, Telecom and the like. Would it, I wonder, be too much to ask if such entities as the Australian Institute of Sport might come within the purview of Liberalisation?

No, don't laugh (although it is pleasant to know that one leader thinks me entertaining as well as opinionated -- they often go together in fact). An Institute of Sport run by private enterprise for profit might be no bad thing for Australia, and for sport in general. In the stated objectives of the AIS, the word "excellence" occurs repeatedly, together with "achievement" and "competition". What could be more in tune with the spirit of capitalism? Modern sport is a creation of capitalism in both its ethos and its organisation. As so often happens, communist countries have perceived this with greater clarity and, in their national sporting programs, have implemented the principles of rewards for achievement in a praiseworthy, ruthlessly capitalist way. How very different from our own dear institute that tends to regard "a personal best" as the pinnacle of success.

To Liberalise the AIS would require a hard look at the range of sports being made available. One can see, for instance, no future in soccer unless and until Australia possesses a first- or even second-rate professional league. The institute would have to concentrate its quest for excellence on the money-making sports -- it could, for example, contract to provide a Canberra side in an expanded, national VFL. It would need to field a team of athletes with potential and, indeed, actual earning power of Cram, or dare we say,

de Castella. Its tennis would fold unless the squad kept consistently in the first, shall we say, 100 to be generous in the computer innings.

Going, too, would be the expensive world jaunts in the interests of "experience". One sometimes wonders if it is experience of tourism on the part of officials that is being enhanced.

The concept of a profit-making AIS is totally in tune with modern capitalist sport. The extensive facilities and staff at the institute could well be made to earn a return on the capital and recurrent investment in their upkeep by having their services hired out for profit. If they are any good, then people will buy them: if the market place says no, then they go to the wall. Pure research might well be better conducted at a university medical school anyway.

The AIS is developing a disturbing tendency to grow fat, to inflate its administrative costs and be content with approaches to excellence rather than delivering the real thing. Not yet a white elephant (although growing quite elephantine in size) it begins to display the characteristic fatty degeneration of all State enterprises. As a test case for the efficiency of Liberalisation, I commend the AIS to Mr. Howard's new drying Cabinet -- and if you thought Mr. Grassby got cross with me, wait until we hear from Dr. Cheffers.

Privatising the AIS

Canberra Times, 18 September 1985, Page 2

Sir, -- I refer to Mr. Bill Mandle's article on September 15.

With customary facility, Bill Mandle has rolled his adjectives from one side of the Bruce basin to the other. Unfortunately, there is tacit identity brought on by implicit and wretched envy. One cannot escape the feeling that "Will Boy" would like to join us in our chase for excellence, and he has uncharacteristically used tired descriptions to undermine our activities to produce this excellence - "growing fat", "overseas jaunts" and "white elephant" -- are all words I would expect from mere mortals, not from the mercurial Bill Mandle.

However, his main theme, the privatisation of the Australian Institute of Sport, is well worth discussion without the negative appendages and interpretations he has attached to an article, which might have been of great value in the study of sport theory and practice, as seen in the Canberra area.

The American equivalent to our institute, situated in Colorado Springs, is private and is financed to the tune of \$122 million over the next four years from the Miller Brewing Company. The US Olympic Committee, which runs the academy, receives not a single cent from the US Government, and is keen to remain in such a posture. The problem with the US institute is that very few prestigious athletes and teams use the facility on an extended basis.

The research that is being undertaken, and particularly the assistance given to the impoverished sports like wrestling, boxing, fencing, etc., is noteworthy and the concept that sports

performance as a serious study is well in advance of attitudes that prevail here in Australia -- so perhaps there is something to what "Will Boy" says. We cannot escape, however, from the reality of our own institute and that is: Government has initiated and funded this institute from its beginnings, and continues to maintain a keen support ethic through the current day.

It is important that we remain at arms length from the typical bureaucracies that obtain in the Canberra environment, and this is recognised, but to function at this time without that regular financial input from Government would be impossible. Without a consistent promise for support from the handful of millionaires who grace this continent and, who to this date, have not distinguished themselves by rushing forward with sports funds other than through the competition media market, corporate support is a more fertile area for likely funding, and we certainly are pursuing this regularly at this time.

But the debate of private versus public is a worthy one, so "Will Boy" is to be commended for this, especially his article. The side swipes are unfortunate as he depends upon grand sweeps of a critical pen for his justification for the main theme for privatisation.

For Bill Mandle's information we eschew all forms of animal fat taken in excess at the institute as unhealthy, and unwise. We travel to acquaint our young people with the awesome nature of our opposition, and to wean them into areas that will produce the kinds of personal bests that will also account for the world's best performances down the line. We are growing in size because of the enthusiasm that has accrued to this place in a short time in consonance with our worthy objectives, and our research is of an applied nature which is proper for this kind of institution, and is rarely seen in university medical schools, unfortunately.

"Will Boy" has cast criticism in our direction on at least two other occasions during the past 12 months, and on each occasion, he has been guilty of rash generalisation. One specific information he will enjoy after criticising us for our efforts in comparison with New Zealand at the recent Los Angeles Olympics: In head to head competition this past weekend our rowers defeated the New Zealanders in a thrilling battle, 62 points to 61, so we can safely say now that we are balancing on bark on water that little bit better at this time, and these, Bill Mandle, are real results.

Dr. John Cheffers

Executive Director

Australian Institute of Sport

Don Talbot's permanent secretary, a quiet, gracious lady, Margaret Savage, had contracted the RSI problem before my arrival. Her case was genuine and urgent causing us immediately to seek compensation and retirement on medical grounds. There were many other cases, however, in the Canberra environment where RSI became the panacea for early retirement joys. Its incidence was epidemic in the Canberra environment. Avoidance involved ergonomic sense and forward planning in the workplace. I must

praise our middle management on this factor. They quickly moved to insure that the Institute was free of traditional inadequacies in space and decor.

We had just signed an agreement with Qantas Airlines and Trans Australian Airlines for international and internal travel. The agreement did not preclude us from travelling on other carriers when adequate arrangements with Qantas could not be made but we felt duty bound to honour these agreements in spirit and practice. The two airlines were enormously cooperative. They valued the connection and benefited from the contractual arrangements and what's more contributed \$30,000 each for the next three years in cash award. In those days Trans Australian Airlines carried the bulk of charity performance in air travel in Australia. They were prepared to help genuine Australian organisations as much as possible within the guidelines imposed upon them by their corporate owners - the Commonwealth Government of Australia. This was their unofficial way of breaking the Australian air cartel which kept prices inordinately high on the Southern Continent. Gordon Smith, Ashley Kilroy, John Ferrier and Glenn Buckingham were constantly searching for ways in which the Institute could be served. In more recent days and after a name change to Australian Airlines attitudes have changed. The growing unchecked opposition of Peter Abels, Ansett Airlines, has forced the national line into a more corporate posture. It is likely that the Government will sell its official airline in the not too distant future which will, I believe, impose further financial hardships on Australian groups, especially sporting. Reducing the problems of distance to manageable proportions in the Great Southern Continent will be accomplished only when genuine competition is introduced and nurtured. When Australia permits unregulated and uncontrolled competition to take place airfares will reflect genuine cost efficiency and reasonableness in Australian skies. Qantas enjoyed the best reputation in the world for air safety. We were happy to have their patronage. They were struggling to remain competitive, however, with the nonunionized American opposition. I personally believe that Qantas needed to derestrict their policies on routings and go for full competition in the Pacific and Asian regions and be much more assertive in plying their wares. Their prices were too high at this time to be truly competitive.

Many middle management positions were filled before my arrival and without consultation. I was disturbed to see that former distance running champion, Trevor Vincent, had not been successful in gaining the Administrator's post. This job had gone to Bob Hobson who had joined us from Education in the public service. He was conscientious and hardworking but too young for the job. I would always welcome the Bob Robson's on staff for their industry and their sincerity but the manager's position needed someone who could win at least 50 percent of the deadly battles with the Department of Finance. Vincent had proven equally successful in business as he had in circumnavigating the grassy arenas of Olympic Park in Melbourne. We lost a good man when the selection processes turned him down. Others to fill administrative posts came also from the public service. Frankly they had been welcomed by a user friendly boss. Paul Brettell, himself, had been made permanent General Manager by the Board just prior to my arrival. John Bloomfield was the main agonist in this appointment. They were very

close. Three years of industry, first on the Board, and second as acting Executive Director, had earned Paul Brettell this position. He was exceedingly obliging to Board members, dropping all matters and hustling every secretarial effort to insure their comfort. In this regard his effort was flawless. His placement, however, in this position had bumped Peter Bowman from the 2IC position, which was unfortunate and I wish I could say unpremeditated. Peter had regularly argued with the more recent Board appointments over control matters. His sincerity and diligence in the opening years of the Institute - he had been with Don Talbot from the first day - were appreciated by senior Board members, Kevan Gosper in particular, but his behaviour was unlike the civil service dictates and his dress a source of constant comment. He had been cut loose from the 2IC position and was floating. I didn't take long to move. This loyal and insightful character was a public servant with a private business mentality. His enthusiasm and rapport with coaches, athletes and the national bodies mandated not only retention but senior placement.

This minute of the 18th of June, 1984, signifies my action.:

For: Peter Bowman cc Paul Brettell

From John Cheffers

Subject: YOUR DUTIES AND RESPONSIBILITIES

Date: 18 June 1984

1. *I want to reassure you Peter, that you are a valued and historic member of the management team.*
2. *Your duties will be to co-ordinate at first hand the coaches, the contacts with the national sporting bodies and to administer with Laurie Jackson the NTCP. These tasks are critically important in the functioning of the AIS and will keep you busy.*
3. *In addition I am asking you to co-ordinate two important new programmes.*
 - a. *The implementation of the Satellite sponsored coaches programme recently approved by the Board of Directors (please see me for details).*
 - b. *The recorded accounting of our coach reward scheme. Details will be provided as we develop this scheme.*
 - c. *I will constantly confer with you on general matters relating to the running of the Institute not only to gain your historical perspectives but your good wisdom as well. Please consult me frequently so that successful co-ordination of your responsibilities is facilitated.*

John Cheffers

Executive Director

We had two visitors in those early days who spurred our efforts and brought international acclaim. David Hemery was singing for his supper "giving sprint and hurdle clinics in cities across the country culminating in a week at the magnificent Institute of Sport in Canberra" (his text). David was researching factors that produce sporting excellence for his doctoral dissertation. He ended up by interviewing 63 of the world's top performers selected from 22 sports in a dozen countries. Many of these athletes were Australians. We helped him make contact in an enterprise that led to the publication of an excellent text entitled, *The Pursuit of Sporting Excellence*. He was welcomed by all at the Institute with one exception; track and field coach, Kelvin Giles, who was cool to our esteemed visitor.

The other -- 1972 Olympic discus champion, Mac Wilkins, from U.S.A. -- helped our throwers with technique and strength preparation. His visit was low keyed and

underutilised, a fact that I regretted, but I was too preoccupied with other matters to do anything about it. It does reflect, however, Australia's impoverished attitude toward the throwing events in track and field. Even the Athletic Union dragged its feet in promoting his visit and subsequent visits by the East German world record holders in 1986

Decentralization

John Bloomfield kept telling me that the placement of Hockey in West Australia had contained criticisms of the Institute in that State. Many people in Canberra argued against the concept of decentralization. To place coaches, sports, facilities and athletes in disparate parts of the Continent would weaken administrative and support services and be too costly, they said. I disagreed, supporting Bloomfield and a small handful of others in the decentralization argument and to make the point coined the term, Fortress Bruce. We had problems with athletes not wanting to live in Canberra. Others couldn't. There is no medical school in Canberra, precluding many a fine athlete and sportsperson. Some athletes were married with businesses and jobs compelling their regional attention. Others were happy with their domestic coaches wanting specialized help rather than complete takeover. I felt also that political reality mandated that we decentralize and work with the fast rising State institutes to avoid duplication and unnecessary competition. In addition to State institutes, I supported the concept of regional or area institutes to further capitalize on expertise around Australia. Through the auspice of the University of Woollongong, we succeeded in starting up a very successful institute of sport in that region. It happened slowly but effectively. John Bloomfield asked me to serve on a committee designed to upgrade the physical education program at the newly created University of Woollongong. I was happy to oblige. The new Vice Chancellor was Ken MacKinnon whom I had worked for briefly in Papua New Guinea when developing the South Pacific Games team in 1969. I respected his abilities and his judgements. Woollongong was a depressed area due to the cutbacks in one so vital to Australia's largest business operation, the Broken Hill Mining Company. Yet Woollongong and the beautiful surrounding areas contained much sporting talent. Many a champion had come from this region. It seemed logical to galvanize the resources of these areas around the University and create the kind of institute that could service younger people and those unable to transfer. Although it took, twelve months the eventual arrangement was welcomed all round and is functioning efficiently to this day. It was one of the examples where John Bloomfield and I working together with the Woollongong people brought significant improvement to the world of sport. Regional institutes also kept ambitious State officials honest. Their efforts to build parochial sporting Taj Mahals were containable once regional responsibility was also acknowledged. At least this was the plan in its initial stages.

A Hockey Dinner

Shortly after my arrival, I attended a dinner of the National Hockey Association held in Canberra. It was well attended. The Men's Australian Hockey Team is one

institution in the country, which can claim legitimate rights to being "el supremo". I'd watched them win a magnificent silver medal in 1968 following a courageous bronze medal in 1964. By 1976 Australia and her pesky South Eastern neighbour, New Zealand, had beaten the world's giants, Pakistan and India, for the right to play off for a gold medal. Although heavily favoured the Australians were downed by the persistent New Zealand opposition.

In 1980 the Hockey Team had not ventured to Moscow. The heavy political attachments officials had, with Government led, to support for Prime Minister Fraser's Olympic boycott. The stage was now set for the Australians to accede to their rightful position on the world's throne - the 1984 gold medal at Los Angeles in the United States. The dinner I attended that May evening in Canberra was the cheerleading optimism for that quest.

It was obvious that strong political mileage still obtained. The Prime Minister's Permanent Head, Sir Geoffrey Yeend, was close to the centre of things, his brother Frank being Hockey's President. To the shrewd observer a rift was evident between administrators and players, with some of the latter quite resentful. It was a slobbish night, the kind of dinner that women, none of whom were present, object to in men's sport. Too many drunks, speeches too long and saying nothing and an incredible lack of class. There was a preoccupation and a swagger about the production of gold on inebriated lips. Officials were fawning over players who cooperated graciously. The players were not expected to imbibe. The officials did their drinking for them. A writer from New South Wales, Earnie Pitt, was bagged for criticisms of the team and of the Institute. Captain Rick Charlesworth, a member of Parliament himself, left little doubt as to his opinion of the state of hockey at that time. Vice-Captain Jim Irvine, brilliant forward, Terry Walsh, and coach, Dick Aggiss, although less demonstrably and of lower profile, had remarkably similar views. It was like the boy scouts liberated and over supplied without Mum or Dad to collect them. It was my first dinner back in Australia after 18 years and I realized that we still depended almost entirely on amateur effort. These people had made their life hobby, hockey, and they had contributed all their waking recreation to this cause. Hockey could not function without them but their efforts, including the celebrations, were still amateur, crude, vulnerable. The hockey dinner raised disconcerting questions in my mind about future vision and support services. We depended so much on so few. The plane was overloaded.

The June Meeting

I presented a number of changes to the June meeting of the Board. We had to create satellite coaches in the varying sports, especially track and field and swimming. So many labouring specialists were unrecognized at this time. It was our plan to make them satellite coaches of the Institute and provide them with modest monies in sponsorship. Eventually 46 coaches comprised this group, each receiving \$2,000 in the following way: half towards two air fares (one to the Institute for study and consultation purposes and one to attend their national championships) and the rest in cash. This program continues

today. Another change referred to the need for incentive or recognition for employees who achieved excellence. I was later castigated for this program by socialist minded individuals who felt that excellence was a matter of duty, unconnected with incentive. Bruce MacDonald was the main advocate of the duty rather than incentive idea. I felt that he was completely wrong. So much mediocrity persists in the Australian bureaucracy especially the larger groups like teachers and clerks. Salaries in these groups fall way behind comparable professionals in private industry. I devised a scheme, which became known as "spot merit" and sought permission from the Board to reward the coaches for exceptional performances. I later received verbal permission to extend this to all employees of the Institute. It was my intention to limit these rewards in cash value and contribute the monies mostly in the form of services, air trips, books, equipment, etc. The system is elitist, it can be divisive and it's meant to be so. People who were working were to be recognised, people who were playing safe or getting by were to be reminded of this inactivity through "a spot merit" scheme. My concern was not so much in promoting division but in raising competitive levels to the world scene. Bureaucrats oppose such schemes preferring to huddle under mantles of regulations and unionists principles. Bureaucrats, however, do not have their jobs evaluated like coaches do. They don't have a win/loss record, they don't have the public breathing down their singular necks and their jobs are secured by tenure. During the first year I budgeted for \$13,000 and used only \$4,000, so in future years the budget was reduced to this amount. Some of my colleagues preferred to think in terms of tenure for coaches, thus antiquating the spot merit scheme. It was difficult to agree with them, especially after spending 15 years in the U.S. environment. Coaches' jobs are rarely permanent and their results are never permanently successful. Even the great Red Auerbach in his position as coach, then general manager of the most successful enterprise in the history of professional sports, The Boston Celtics Basketball Team, had his very lean years. So I persisted with the concept of spot merit and used it, I believe, wisely during my stay at the Institute.

The concept of assisting regional institutes of sport was also agreed to at this Board meeting. We simply had to do something about "Fortress Bruce." The Institute had to be Australian, it had to help all Australians to qualify. This included another scheme called "The Visiting Athlete Program" which was also approved at this time. Coaches were given the flexibility within their budget allocations to bring in visiting athletes for brief and appropriate periods of specialised training. This program was linked closely with the satellite coaches program. We agreed at this time, too, to approach the Minister for AIS Athlete eligibility in the nationwide Step Program, which consisted of monetary grants to promising and successful athletes around the country. The bureaucrats argued that this amounted to double dipping on the part of the already supported Institute athletes. I argued that the overall support was still poor, even inadequate, and it made no sense, whatsoever, to give Australians incentive to stay away from the Institute of Sport. One of the great weaknesses of the Step Program was that athletes were being rewarded in their immediate retirement. They were being compensated for achievements in a post hoc sense, their best years were frequently behind them. Rewards to the Institute athletes at least gave us the chance for good to result in the future. The Board listened to my

arguments and responded with encouragement. It was unfortunate that Bruce MacDonald was not there at the June meeting as he misconceived the intentions of the spot merit scheme and failed to appreciate the significance of our moves to decrease location and selection problems among Australian sportspeople.

Yet again the Board decried the Bruce physical complex management situation which was absurd. Control of the complex was seated in five hands. The Institute Board ran AIS affairs without whose existence the plant would not have existed. The National Capital Development Commission (NCDC) was in charge of all physical development and building in Canberra, especially construction at the Bruce Campus. They were putting their best foot forward on this project, more especially as they were miffed at losing control of the New Parliament House construction. I must record here that the NCDC performed admirably in the development of the Bruce physical complex. The Department of Territories ran the Buildings and Physical Plant and employed considerable staff in so doing. It must be said, as evident from the name of this Department, that its duties were far flung, and its expertise at the opposite ends of any scale. Efficiency was not the immediate term that sprang to mind in describing the functioning of Territories at this time. A separate program of horticulture looked after the trees and other adornments, and the Department of Sport, Recreation and Tourism considered part of its duties supervision and control of the Institute's Board and executive functioning. I found a Department of approximately 49 people functioning within this Government agency whose major task seemed to be to spy on the Institute and its functioning. It is not sensitive to use such language and certainly provocative, but the Canberra bureaucracy functions in much the same way. Each department, in advising its minister, needs to know what everybody else is doing, hence private eyes in public bodies are assigned to observe and pick up information by whatever means and relay it to the appropriate source. Everybody watches everybody else. The popular medium of report is the 'memo to file' and various assortments of stamps containing the word 'Confidential'. Data are gathered in corridors, on street corners, tennis courts, through natural and artificial listening posts and sometimes at dreamtime. It is a universal preoccupation in the national bureaucracy. Hushed tones and secret memos abound in Canberra and the Department of Sport, Recreation and Tourism, to its credit, quickly joined its colleagues in gaining proficiency in this art. I was introduced to the six or seven people whose task it was to spy on me and mine. They were pleasant young men, obedient, courteous, even likeable. Needless to say, immediately after this introduction, I instructed General Manager Paul Brettell that nobody at the Institute of Sport was to communicate to anybody, on sensitive matters at least, except through Paul or myself. Of course, this was unenforceable direction. The information flowed freely gathering peculiar twists as it winged its way from post to post. I am told there were 49 people in the Department of Sports section, which makes 98 eyes, 98 ears, and, given the quivering potential of the tongues, a multiplicative number in this area. Rounding out these custodians of the Bruce complex were the individual coaches themselves. Their antics were interesting also as they defended their territories and practice times zealously. Soccer coach, Jimmy Shoulder, locked the benches away so the netball girls could not sit on them, but climbed the fence to the practice area when the

Territories guy was late in opening the gate one eventful afternoon. God forbid any intrepid, overheated Canberran, who languished in the swimming pool when Bill Sweetenham's team arrived. Some were known to be swept the entire length by the waves of his aggressive team in the opening minutes of practice. Merv Kemp changed the lock on the throwing implement's door daily to prevent community use and even Education Minister, Susan Ryan, was denied entrance for an early morning swim on one occasion. We were constantly mending the fences fractured by coach intransigence over territory matters. Viewed from an overall perspective these matters do appear at least humorous, if not trivial. But coaches the world over behave similarly. Ours were dedicated, hardworking and mostly successful, but they were by and large hopeless when it came to devising cooperative plans for facility use and sharing.

It would be remiss of me to leave this general criticism of the facility usage without a word or two about our own performance in managing the plant. We sometimes were late, slow in getting permission, inadequate in cleaning and preparing areas, even caustic in dealing with specific problems. Those in charge tried hard and were mostly successful, but it must be remembered that managing the Centre in the early days was a five-way agreement plan and it didn't work. Inefficient employees can be shifted but not fired and the removalist van arrives slow in the public service. I suppose in everyone's defense this problem is not isolated to the Australian Institute of Sport or the national bureaucracy. I'll never forget one occasion when Buildings and Grounds assaulted our front door leaving a gaping hole after the final repair operation. It took an accumulation of letters and phone calls before this strange situation was repaired. The front door to our new management buildings, occupied later in 1985, was installed electronically. The only problem was that it opened and closed on people prematurely or belatedly depending on which way you arrived. During my tenure, this problem was never solved although I am hopeful that the matter has been cleaned up at this time. It was not until May 1985 before the Minister of Sport, John Brown, finally united these functions and placed the Institute in charge of the Bruce complex. Even then the Department of Sport, Recreation and Tourism clung tenaciously to one role - they still paid the workers at the physical plant and this task they retained ferociously. I spoke out against the inefficiencies of the five-way management system causing some problems with sincere senior public servants. Paul Brettell hastened to introduce me to them. Greg Frazer of Territories, although troubled, spoke pleasantly about his experiences with Bob Ellicott. John Enfield, the First Secretary of the amorphous Territories, was a very pleasant person and most cooperative. His problem was that his responsibilities were so diverse that he struggled to even make daily contact. David Dickson, former Commonwealth gold medallist swimmer, was the officer in charge of the complex. He fought constantly with my predecessors and moved to Tourism as I arrived, but I must say that my contacts with David were always cordial and effective. The June meeting also gave me authority through delegation to run the Institute with greater strength, a trust I treated very seriously. Although I made some strong decisions in the ensuing months, I always consulted with the appropriate people and was advised accordingly. Ninety-five percent of the decisions made during my period of directorship were direct results and in accord with the advice I received from senior management and

coaching staff. Some people have tried to portray me as a strong-willed individualist who set the cat amongst the pigeons without consultation. That is simply not true, although accusations like this are common in the public service especially when matters become entangled.

A Failure

Following discussion with some of the coaches I realized that they were struggling to stay abreast with the latest research and writings in their fields. I was anxious to help them read more widely and also to involve senior management staff more closely with the coaches. This would lead to better cooperation all round. A later scheme, where I sent middle management overseas and on interstate trips with the teams, worked very well and was universally appreciated. But I thought management could assist the coaches in reading the various writings and research in their field and share their findings with the coaches and their teams. So I developed a Library Scanning Group which consisted of managers assigned to specific sports along interest lines. The managers were to read the journals recommended by the coaches and report anything of interest which, in turn, led to more reading. One or two of these connections lasted for many months but most subsided after an early burst of enthusiasm. Some of the pairings died very early. It was also an indication to me that the management group were not scholars or capable of taking research ideas and implementing them in the practical sense. Some thought the idea was silly, continuing the cleavage which existed between management and coaches as if that was the way things were meant to be. The idea was far too ambitious. I believe that if we had been able to proceed with the bringing of young scholars from Australian tertiary institutions and overseas universities, the idea might have worked. The world continues to exist in a mindset of dividing pure and applied activities dichotomously. There are those who are pure scholars and those who are applied professionals and that's that. I will never accept this dichotomy. All professionals have reflective moments during which they can inform scholars and their fields on matters of essential knowledge and there has not been a scholar who has completely removed him or herself from the real world. Scholars have ideas on application and must be listened to also. When teamwork develops between the scholar and the professional, great things happen. One is reminded of the partnership and friendship between Professor Frederick Lindemann of Oxford University and Winston Churchill in the late thirties and early forties during Britain's great trial. Churchill needed a technical friend to help him understand the German experimental progress after World War I. Frederick Lindemann, a professor of Experimental Philosophy became a legend in his own time by helping to eliminate the "then almost mortal dangers of (aeroplane) spin." Professor Henry Cotton and Forbes Carlisle combined to propel Australian swimming onto the world scene in the late forties and early fifties. They helped each other until they developed into a great team. The scholar and the professional have different abilities and skills empowering the argument for closer cooperation in these matters. But our experiment at the Institute did not bristle with activity. Later some of the coaches, particularly John Boas and John Daly who had better grasp of abstract principles, used the Institute resources with their athletes most

effectively, but internally there was no great move to scholarship from management. In Gymnastics and in Basketball we approached scholarship and Merv Kemp in Track & Field worked closely with our science and medical people in an amino acid study, but the coaches, managers and scientists basically stayed in their own territories causing problems for the athletes and a lack of movement in general. One notable exception is the EXCEL magazine, which has a universal distribution. This magazine reflecting cooperation from the public relations people, the scientists and the medicos at the Institute and a small number of coaches and athletes around Australia is reputable and helpful to the applied professions. Funded initially by the Menzies Foundation, EXCEL continues to this day to show the way for Australian applied research. John Purnell has continued to lead in the publication areas and Dick Telford in scientific matters.

The First Nonrenewal

During my first week at the Institute a particularly troubling problem bubbled quickly to the surface. The preparation of the Los Angeles men's swimming team had reached break point. Coach, Dennis Pursley, had been brought on by Don Talbot to head up men's swimming. He was dedicated, knowledgeable but also rigid, adamant and unyielding. Star swimmer, Mark Stockwell, whose home coach, Craig Crozier, was also an Institute coach finally broke with head coach Pursley and resigned from the Institute. This was the kind of division that destroys any preparation for intimacy. Mark did not want to go back to Queensland to train as there were only two months left before the Games, but he had reached saturation point with being, as he termed, 'a robot'. The problem quickly reached my desk. At first we tried to secure lanes at a suburban pool so young Mark could continue training. Peter Bowman procured a lane at miniscule cost. I offered to pay personally for that lane and Mark responded by agreeing to train at odd times in the Institute pool under the guidance of Craig Crozier. Dennis Pursley praised Mark's dedication but insisted that it was his way or the highway as far as his charges were concerned. He was concerned with the effect Mark's defection would have on other team members and wanted to have Mark expelled so his authority would go unchallenged. We searched for middle ground never exchanging a sour word. Resolution came through explanation to the rest of the team and through a Mark Stockwell promise to respect the discipline of coach Pursley in all aspects save his training regime. It was evident that Dennis Pursley would not be pragmatic. His position confirmed earlier stories along the same vein and I came to a difficult decision. A minute to the appropriate personnel explains my decision.

The Mark Stockwell affair did not perpetrate this action, and perhaps was an unfortunate corollary, but it did illustrate the problems I faced with renewing a contract that was to expire shortly. Some of the coaches were complaining about Dennis's salary and I knew I would have to do something in that regard also, but he was willing to work for less pay. He was an obliging, decent human being. It was the realization that the intransigence, which had surfaced before and would continue to surface again in the coming years would interfere with preparation of Australian swimming. Dennis might have existed a long time in a private setting and would under those circumstances be

entitled to run the show his own way, but this was a national institute and I had to safeguard the interests of the swimmers as well as the coaches. After further discussion Dennis chose to resign.

Mark Stockwell went on to win a silver medal in the classic Olympic swimming event, the Men's 100 Meter Freestyle, three months later. He probably should have won a gold but circumstances, which will be related in the next chapter, intervened. His preparation had not suffered and his performance reflected upon himself and Australia with creditability and strength. I was especially pleased to receive this note upon his return to Australia.

Mark Stockwell
"Myora Park",
Aitcheson St.,
MOGILL QLD 4070

Dr. Cheffers
Australian Institute of Sport

Dear Sir

I would like to thank you for the support you have given me during the past six months, particularly during the difficult time I experienced prior to the Olympic Games. I believe that your decision at that time gave me every opportunity to strive for the goals which I had set.

I look forward to your continuing support in my swimming career.

Yours faithfully
MARK STOCKWELL



DENNIS PURSLEY RESIGNATION LETTER

Australian Institute of Sport

National Indoor Sports Centre, Leverrier Street, Bruce, P.O. Box 176, Belconnen, A.C.T. 2616

Telephone (062) 524251

31 May 1984

Dr John Cheffers
Australian Institute of Sport

Dear Dr Cheffers

It is with mixed emotions that I must tender my resignation as Head Coach of the AIS men's swimming team, effective from 31 August 1984.

My association with the Institute has proven to be an invaluable experience for me both professionally and personally. Most of all, my wife and I will cherish the many friendships we have developed during our stay in Australia.

During the past four years of involvement with the swimming team, my primary objective has been to assist the athletes in developing a total and positive commitment to the pursuit of their goals. I am happy to say that for the first time we have finally achieved that objective with the 1984 team. This, to me, is more significant than the success we've enjoyed in respect to world rankings, national records and international victories.

At this stage, it is my opinion that a different approach could provide a refreshing change for those athletes who have committed several years of time and effort to my program. For this reason, I have accepted a generous offer from the Olympian Swim Club in Edmonton, Canada to assume the head coaching position in September of 1984.

I will depart Australia with fond memories and I wish Australian swimming and the Institute of Sport the greatest success in the years to come.

Sincerely

DENNIS PURSLEY

Go

There was some criticism of Dick Telford and the Sports Science situation on my arrival. Most agreed that Dick was an expert scientist but few supported his

administrative style. He would sometimes forget appointments and was tardy in getting test results back. He would become so engrossed in his work that whole periods of time would pass by in single devotion. This is exactly what one wants in a sports scientist but conjures problems in administration. Some coaches were antagonistic towards his forgetful personality. I found him to be an incredibly hard working, pleasant and forward-looking scientist. He was thoroughly loyal to the Institute and progressive in his research and service. He was enthusiastic and outspoken. Word reached me that he was also the object of John Bloomfield's jealousy. Bloomfield never said this to me personally and in fact praised Telford as a scientist of ability and scope, yet words to the contrary kept reaching my desk. It might have been more Canberra gossip or it might have been the result of "double speak" but, whatever the explanation, we had a problem with sports science. I decided to give him administrative relief, especially as he was not always fully supported by his colleagues, but this relief was unfortunately made the excuse in the post Cheffers period for Dick Telford's demotion. I greatly regretted the way some Board members, some administrators and a small number of coaches failed to appreciate and support Dick Telford. The Institute has been the loser and the cause of sports science retarded by the treatment that Dick Telford received after my departure. The computer department had not exuded confidence in Dick's leadership, which was a source of disappointment to me in those building days.

The press was interested in what was going to happen at this new Institute of Sport, vitally so. But their most frequent question concerned my position on smoking which can be summed up in a few simple sentences: Smoking is a silly, harmful habit and I would not recommend anybody to start smoking or to continue. In fact I would recommend that they set out to stop immediately, if possible. The Institute would not accept monies from cigarette companies and we would not promote smoking in any form, but that is where it stops. I would not let the Institute become part of a vicious antismoking campaign, which was the want of its advocates at that time. Cigarette smoking was still a legal activity in Australia in 1984. The Government was collecting over a billion dollars in direct taxation from that industry. They had some rights. Also, Rothmans Company had been the first and only business concern to comprehensively support Australian sport in the early sixties without expectation of promotional return. We could not support their major product and it was important that we made our position clear but I was damned certain that I was not going to turn the Australian Institute of Sport into a vindictive instrument of reprisal or retribution. We had enough on our plate. We had to make champions not block companies. We had to help young Australians in positive ways and we had to be a good model. I am convinced that smoking is not good for human beings so we would not permit smoking to be promoted within our students or through our efforts but we were also not going to flagrantly abort human rights in the general community. This position has apparently changed since my tenure, unfortunately.

The Canberra Symphony Orchestra approached me to become an executive member of their Board. My great love of classical music had obviously reached these hardworking people so I happily accepted. I was keen to promote culture and art at the Institute of

Sport. Few great poetic efforts down the ages have been accomplished without heroic involvement and cultural impression. The poets, artists, sculptors, writers, painters and musicians have all contributed to enshrining great movements among and between the cultures of the world. NCDC Chief, Tony Powell, had taken a commendable lead in promoting sculptures to be created and installed on the Institute grounds. I commissioned brilliant lithographer, Mike Edwards, to create four original works for the Institute. He developed a motif on the grip and fashioned four magnificent works interrelating sport and aboriginal thematic. They are displayed on the next page. Olympic cultural events support the notion that intense elite physical activity, especially during competition, exist in many dimensions of the human experience. It is after all the effort to reclaim our existence from the jungle which makes us a multi-faceted and complete society. Interests vary yet there are a few common formulae: the sports, the arts, the crafts and the various musical forms are the languages in the culture of human existence. Crass performance can be defined as dereliction in all but singular dimension. And there was a real danger of this occurring in the newly reclaimed desert of Bruce. If I'd stayed long enough I would have totally enraged the dullards who oppose this concept by asking a good friend, musical composer, Felix Verder, to reside at the Institute long enough to give us a serious composition based on the many activities and feelings at the Institute of Sport. The fertile imagination of at least one or perhaps more musicians were needed if we were to capture the energies and excitement of this sporting behemoth.

During those early days I quickly appreciated the work of Nerida Clark and Greg Blood in the Resource Centre. This bustling and much frequented facility consisted of library, video and audio machines and other models ready to educate both resident and visiting sports fiends. They needed more money, dreamed of expansion and developed excellent plans, which we hoped to finance from the private sector. Like most librarians they were under supported and underfunded and worked too long. I was amazed their efforts were not more appreciated in the bureaucracy for their work surely is noncontroversial. But it didn't take long to discover that technical officers, without whom the bureaucracy could not survive, were mistrusted and underpaid in the total schema. They are considered to have merely technical expertise, which is a great pity because their qualifications and the skills needed involve long periods of training and devotion. Certainly longer than most bureaucrats experience and this brought on an unfortunate situation, which I will return to at Chapter, end.

A good number of our athletes were to be given the opportunity of studying for physical education degrees at the Canberra College of Advanced Education. Sam Richardson, Head of the CCAE, facilitated this activity. He was a friendly, eccentric character, whose appearance belied the care and abilities he brought to his work. His dress broke all colour combinations surely ever yet tried. He kept his suit pants aloft with a piece of rope and his ties were a salute to the hemp industry. He had lived for a time in Africa dispensing with traditional British graces and cultivating the best of British industry and savvy. He knew everyone in Canberra, was a lobbyist par excellence and possessed the kind of humour that destroyed meetings. It was not only what Sam had to

say, but his method of presentation. It would begin with a quizzical twinkle and finish with a flood of gentle invective. Only a character like Sam Richardson could have succeeded as head of a tertiary institution depending upon the bureaucracy for fiscal survival, the political establishment for stability and good will of the Australian people for its continued subsistence. The Head of the Sports Studies program was Frank Pyke, an esteemed scientist who studied in the U.S. and taught successfully at the University of Western Australia. We managed to resolve most of the problems effectively. The flexible schedules needed for our athletes, the course and professorial structures at the CCAE coupled with some immaturities from our coaches threatened articulation between the Institute and the College on a number of occasions. And let's be honest, God did not necessarily ordain that great athletes have to be great scholars and vice versa. So not all our athletes caused the academic fires to ignite but we did have two notable successes. World class sprint swimmer Michelle Pearson and bronze medallist Peter Beames in the triple jump are two that spring to mind. Neither would have ever earned a degree at a college or university without the Institute of Sport. They are both wonderful citizens in addition to being qualified professionals today and their contributions to society have been greatly enriched by their time at the Institute of Sport.

A number of others have achieved similar results. As few of our students attended the Australian National University (ANU), it is difficult to claim similar connection with that fine institution, but the arrival of rowing and water polo tripled the number of students who gained entrance to that institution. It is interesting to see the way each Australian sport has attracted a specific participant population. Judging from the Institute experience in these two years, specific interest groups have actually supported specific sports in this country.

Universities and colleges are noted for their support of Rowing, Water Polo, Track and Field, Gymnastics and Rugby Union (which has just been added to the sports at the Institute). The absence of a medical and dental school at ANU has presented some problems in the more sophisticated sports validating our efforts in the satellite coaching spheres. There is a rigour needed at the higher institutes of learning which has an important influence on the training and development of top athletes. In the United States this recognition is well entrenched, perhaps too much so in some places.

In Australia our universities recognize the value of a "blue chipper" who can be described as an outstanding scholar and an international sports person, but the structures of Australian university sport promotion demote the sport's excellent thrust. We tend to depend on other institutions, like individual coaches and national bodies, to develop sporting expertise. It was my firm intention to support fledgling efforts in developing a serious attitude towards athletics in Australia universities and colleges. Currently much of their effort is aptly described as "a giggle," and maintained deliberately so by academics brought up in this tradition. The paucity of help in the cause of athletic excellence from the vast majority of our university resources is a constant millstone around the Australian sporting neck. Nevertheless, these criticisms could not be levelled at Sam Richardson, Frank Pyke and their group of merry men and women at the CCAE.

Other notable academics like Saxon White at Newcastle and the faculties at the Universities of Western Australia and Queensland and the Ballarat University College of Melbourne are exceptions to this condemnation also. The decision of the Melbourne University Council to discontinue its prestigious Physical Education Department in the late seventies is perhaps the single most destructive action taken by the academic community. On that occasion, sensitivity to the needs of serious research in the theory and practice of sport was in negative proportions. A recent decision to collaborate with Ballarat has restored the opportunity to reverse this damage - Bravo!

There was also a problem with Gymnastics from day one. Their lobby led by Peggy Brown and Jim Barry was strong. The standard was still a long way short of world equivalency and the penniless national body relied upon the Institute for everything. In addition, the recently instituted third discipline, Rhythmic Gymnastics, had been sneaked into the Institute under the belt, so to speak, rendering us far from competitive in this area as well.

A Romanian coach, Ileana Vogelaar, had been hired on a four-year contract but her efforts to bring the scholarship holders to world class had been disastrous. Some were crippled, others were verging on anorexia nervosa and all but one was seriously demoralized. This one girl idolized the dynamic Ileana and continued to work despite injury. The remaining three were frightened and insecure. I convinced the New South Wales people to employ Ileana as a developmental coach. It was obvious that a greater effort was needed with younger girls if we were to eventually enjoy international competition.

Our artistic women's coach, Kaz Honda, was a good coach on the floor but much less competent in pastoral care, which posed a great problem for the artistic program where the girls were aged between 12 and 16 years. This meant that somebody had to be brought in to look after the girls and try to meet their needs during these difficult years.

National coaching technical director, Frances Thompson, was employed by Paul Brettell during the interim period so I made certain she attended to these duties. Australia is grateful that her efforts were successful. The men's program was proceeding brilliantly under Warwick Forbes and Paul Syzjko. It was brittle in number as Australia's infrastructure in Gymnastics was thin but brilliant in performance at the top. Werner Birnbaum competed well in Los Angeles and actually won minor medals in later World competitions on the parallel bars and the Roman rings. An injury to his medial meniscus at the height of his form savaged our international Gymnastics program but not terminally. It was a great pleasure to eventually see three brilliant young Australian Gymnastics perform in the 1988 Olympic Games with dignity and success. Ken Meredith competed in the men's competition and Leanne Rycroft and Monique Allen in the women's competition. I had never before seen an Australian girl score a 9.65 in Olympic competition on the uneven bars, yet Leanne Rycroft achieved this in compulsory competition at Seoul.

Nevertheless, there was opposition to Gymnastics. Professor Bloomfield expressed this antagonism at earlier Board meetings. It may have originated from personal sources or from heavy bias in Western Australia where parochialism was an unfortunate feature of this sport. Whatever the cause, I decided this should end and organised a dinner at the fine Military Club in Melbourne where General Jim Barry, Gymnastics President, is an honoured member. The dinner was a great success although I'm not sure that antagonisms were reduced and it's sad to report that the AIS Board has further de-emphasised Gymnastics in recent decisions taken after my tenure. Gymnastics is a very difficult and complex sport, but it is also basic to the human function. Australia needs Gymnastics even though its accession to world sports status will probably not arrive in this century.

The Australian public through unofficial research statistics in television viewing has a strong interest in Gymnastics especially when performed with grace and daring. The effect that Olga Korbut had on the American audience in 1972 was electrifying, and formed the springboard for the excellent comeback that Gymnastics has experienced in the United States. Similar experiences will occur in Australia when our sporting decision makers get serious about this magnificent human activity.

Incidentally, Russian gymnasts, as in many other sports, return their investment to their sports. It was encouraging and delightful to see Olga Korbut officiating in Gymnastics at the Seoul Olympics. She was competent and gracious and very much appreciated by the youngsters of the day. I was determined during these seven weeks of go II to do something about Gymnastics in my time.

I Nearly Came Back

Doubts about my effectiveness at the Australian Institute of Sport, seeded during the arrangements for the initial interview, came flooding back in late June. About to return to finish Summer teaching engagements and to attend the Olympic Games in Los Angeles, I met with Bruce MacDonald in my office to discuss our different philosophies about a computer and the Resource Centre. He was opposed to the former and against the Resource Centre becoming anything but a service area for the resident athletes. In his defense it must be said that Bruce's motivation lay in maintaining strong fiscal controls over the burgeoning Institute of Sport. He was not generically opposed to computers or libraries but highly suspicious of the investment and support monies needed. I was horrified that anyone in the modern era, so highly placed in Government service, could not see the necessity of development in both areas. With twenty active staff members in sports science/medicine, a host of new managers on board in administration, especially in finance, and a growing desperately needed resource centre for Australian coaches and athletes, it was clearly evident that a main frame computer was essential to our operations. Further, I wanted athletes and coaches to have access to computer time and space as well. This meant that we had to search for and buy a Main Frame.

In the basement of my Framingham home during the Australia Day celebrations on the last Saturday of January 1984 I raised a glass of Hardy's Sauvignon Blanc to the Vice

Presidents of the Data General and Digital computing companies. One was an Australian and the other was in love with Australia. A competition between the two computing giants began that evening. The battle was well fought and the Institute well served. First Data General, then Digital advanced concession and rationale for their patronage. Data General had recently made a magnificent portable computer for field recordings. Also their "minis" were growing in capacity and storage. Digital, now No. 2 to the monstrous IBM and leader of the pack in the medium range sizes, offered their 7500 old hardy reliable as enticement. We looked at the full range and eventually settled on the Digital after fine concessions were promised and provided. Both companies, however, enhanced their reputations during those negotiations. But this all occurred after my return from America and if Bruce MacDonald had had his way our efforts would have remained as typewriters supplemented with the odd PC (personal computer). He opposed the purchase of a computer but was the only person on the Board to take this position.

There are 29,000 coaches in Australia and many of them had begun writing to our Resource people for help. Large numbers of letters were arriving each week. It was evident that we needed to expand resource and library functioning and that we would need to belong to international supply resources if we were going to even keep up, let alone break ahead. To do this we needed Government support. That support resided in the budget of Bruce MacDonald's Department of Sport, Recreation and Tourism. They were already promoting a resource library at the Footscray Institute of Technology in Melbourne. This was his position. I countered that one was not enough especially after learning that the annual grant to Footscray was little in excess of \$9,000 per annum. Little resolution was gained on this occasion. But I suppose it was the attitude towards research which most disturbed me in that conversation.

Mr. MacDonald was against Institute scientists being permitted to tender for research monies and believed that the Institute's scientific and medical program existed purely for the servicing of Institute needs. I argued that AIS would become the Harvard of Australian sports medicine and science functioning in close cooperation with other universities and colleges in Australia. "Over my dead body," he said. "Have you talked to John Bloomfield on this matter?" As I had just returned from the West that week and had talked to Bloomfield on this subject, I replied, "Yes, I have talked to John about research at the Institute and he sees that we will have a strong role in that area. I realize that your Department has the only \$100,000 research money available for Australian sports and physical education research, but there is no way I will discourage my scientists from making application." We discussed this problem at some length, maintaining different positions.

As I packed the bag, turned off the lights and walked out into the night, my conversation with Bruce MacDonald rankled. He was sincere, but there was no doubt that his vision was very different to mine. This was our chance to bring Australian sport into the 20th Century. We knew so little, we had so far to go. At the very base of this journey were the resources, the tools, and we needed them. I wondered if I could really make much of a contribution if Bruce Macdonald's position was to prevail. Perhaps I should go

back to Boston and stay there. I'd left Australia seventeen years before because there was nowhere to get an education in the sports sciences and the coaching world. We'd come a long way since that time but there is such a thing as level of entry influence. I wondered for the second time in a year whether my visions and those of the responsible authorities in Australia were compatible. The Kevan Gospers, the John Browns and the vast majority of people working hard at the Institute of Sport convinced me to remain.



"Djinki"

by Mike Edwards

The first colour etching uses the symbolism of the "Message Stick" passing on the message of the Olympic Spirit as in the medium of the relay baton. The directional hand in the upper right points the way ahead after Michelangelo's "Creation"



"Womerah"

by Mike Edwards

Etching No. 2 showing the power and dynamics for spear thrower needs no explanation.

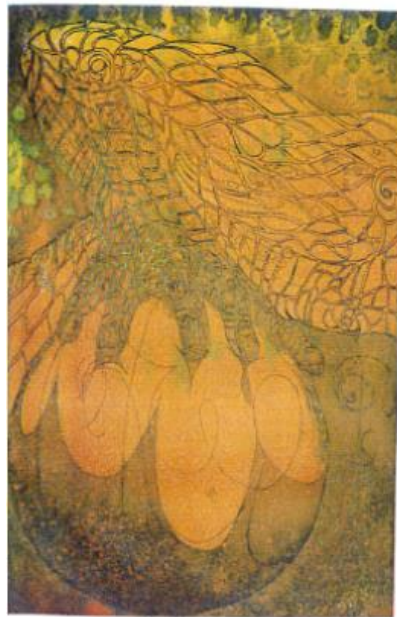
The action is inspired by Fatima Whitbread and all the talented and dynamic athletes I have been associated with in my years of competition and coaching.



"Uthur Weekaball" by Mike Edwards

This third colour etching highlights the Weightlifting aspect of the Institute involvement in the development of Young Australians.

I have used the Aboriginal tribal phrasing to express the "Energy Power" of the Weightlifter which roughly translates to "Uthur Weekaball."



"Beenak Pulyugge" (Basket Ballgame)
by Mike Edwards

A fascination with ball control and the dynamics of the game led to this concept of the complexity of movement and muscle tone.

CHAPTER 3 Games of '84

By any standards, the Games of '84 would be a measuring stick of our progress. In operation for almost four years now, the Institute could not hide behind "country matters" any longer. Our contingent had to perform and the hungry Australian press began predicting what kind of meal would be offered in the days following the 1984 Olympic Games. Mr. Giles was quoted as saying that the athletes did not have sufficient support and that more monies were needed if the Institute was to deliver the goods. The sun rose each morning, it set each night and Kelvin Giles criticized the Institute of Sport. Certainly more money was needed, but I was not convinced that this was the only problem.

Only very recently had Australia officially discovered the need for scientific training. For the first time, a sport psychologist was added to the official team. A serious young man, Jeff Bond, had been a student of mine briefly at Melbourne University in 1964. After graduating in physical education, he spent much time pioneering sport psychology in Australia. It will interest and perhaps amuse you, Dr. Silber, to hear of the state of sport psychology in Australia at this time. An example best tells the story.

Earlier that year I had attended the Annual Conference of the North American Society of Sport Psychologists in Toronto. More than 10,000 enthusiasts enrolled and something like 15,000 people passed through the lecture halls. All but a very small handful had Ph.D.'s. At this same time, Australia had probably six full-time sport psychologists, three at the Institute of Sport, not one having yet earned the Ph.D. The qualified Australians were very good, but the field was small. Australia was discovering the value of good scientists applying their wares in the world of sport. I found great interest in the subject almost everywhere but, as is the case at times like these, the need was great and the supply of applicants small.

Before I get onto the story of the '84 Olympics, there were two short and delightful intervening periods: Summer School at Boston University and the World Pre-Olympic Scientific Conference held on the delightful campus of the University of Oregon in Eugene occupied center stage.

Boston, July '84

People appreciate Boston as a great town in which to live and love only after they have tasted the reality of the rest of the world. When one leaves Boston, the fairy tale image of Student-town blurs, and the myriads of little restaurants and cultural enclaves fade into distant memories of another time. But I'd only been away for seven weeks, so the clatter of the garbage collection and the tepid days of a heavy summer were still vivid and memorable. It is not without some humour that I report the breakdown in the air conditioning in the Case Center, which sent my summer classes scurrying to the welcome cellars of the bar underneath the Nickerson Field stand. I discovered this hideaway several summers before and, with the happy complicity of Facility Manager, Larry Fudge, used this facility on the very hottest of July days. So summer school passed successfully without undue weight loss or excessive perspiration.

Seven and a half years before I had purchased a lovely old Victorian colonial house in Framingham. Resting sturdily on typical rockface, this home had become "Little Australia", as droves of visitors passed through availing themselves of the food and shelter happily provided. I debated whether to rent or sell. Judging on the experience of Len Zaichkowsky, I probably should not have sold. He had sold his home just prior to a two-year stint in Germany in the mid-70s and, in spite of investment with reasonable interest ratings, Len could not afford to buy in the same town when he returned. I faced a similar problem with our family but, as three of them had just graduated from Boston University and the remaining son was gracing his grandfather's farm in Australia, the need for a grand, twelve-room ancestral home receded, more especially, in view of my wife's expressed alarm at cleaning prospects over the long haul. So, the Framingham home was sold, a thing I regret to this day.

I relate this incident not to be overly homely, but to point out one of society's enduring tolerance problems. We sold the home to the real estate agent who had in the first place sold it to us. Her daughter was a member of a moderately retarded adults association. This group was looking for a home to accommodate five such special needs adults along with a resident helper. I couldn't imagine a better use for this lovely, gracious colonial. It was in late October that the news reached us, appalling, even disgusting: someone had deliberately torched the home the evening before this special needs family moved in. Even the Framingham Police Department was aggrieved and angered by this callous, antisocial behaviour. The grand old home stood in defiance and, although burned severely, managed to stay aloft, enabling restoration by Christmas time. It stands today, unfortunately minus the featured lead windows and beautiful oak floors, but proud and obstinate. Apparently the new population has thoroughly endeared itself to the other six households on the street.

We in the Human Movement Department invited two fine Australians to guest teach during this summer period. Dr. Ian Jobling, perhaps the best sport historian in Australia taught a class on the history of the Olympic Games, and the redoubtable Barry Stanton, President of the Australian Physical Education Association, introduced students to the joys of the Daily Physical Education Curriculum. Both courses were very successful. At the end of the summer period, we all journeyed to the world conference in Eugene.

Eugene '84

Fundamental things happen in Eugene. Mundane things happen, too. People eat, sleep, make love, study and vote for environmental issues, but it's difficult to hold a conversation with any Eugenian --they're always out of breath. It is the jogging capital of the world. What's more, this basic human activity is enshrined noble and healthy and institutionalized in competition form. A Track Meet in Eugene, for example, has a program like none others in existence. Twenty thousand skinny spectators turn up to see droves of odd-shaped human beings circumnavigate the local track. They have 500 meter races, 600 meter races, 700 meter races, carrying on an almost unbroken line of distance

running events from early morning until after sunset. What keeps the interest is the presence of many world record breakers in this endless stream of human locomotion.

And I must confess, I was there, too, cheering, debating styles and techniques, training methods and diets, stride patterns and arm movements, simple and extraordinaire. Everybody knows something about running in Eugene. It was here at the age of 48, after a 15 years of what Churchill would call "glorious inactivity" that I, too, joined the ranks of the joggers. It was painful. No more than 25 yards at a time could be negotiated without heavily creatinic acid-laden limbs gasping for rest. Messages came to my brain from all parts of the body, often at the same time: "What in the hell are you doing, Cheffers?" was the gist of this neuromuscular sensation. Aided and abetted, however, by the many flitting bodies passing me on the beautiful streets of Eugene, I clung to my task and have continued since.

The main purpose of scientific conferences at world conventions is to share knowledge and inspiration. The international body of whom I am president, AIESEP (International Association of Higher Educators in Physical Education and Sports), figured prominently at this conglomerate Olympian assembly. More than 140 papers were read and decisions were taken on directions for the coming decade. Perennial favourites like "development in the third world countries" were accompanied by some enlightened and insightful movements in world physical activity. "Better teaching in preparation and application" was one such direction. The futility of "lecturing about the evils of lecturing" was also recognized. The importance of the rolled-up sleeve and the inspirational teacher working with real live children was stressed. It is as though AIESEP anticipated Chelsea. I am convinced the reason that so many schools in dilapidated urban settings in the United States and beyond have fallen into disrepute is that good teaching by good people with good intentions has simply stopped taking place. Teacher burnout has been ascribed as one reason the noble profession has fallen into disarray. I tend to side with that irascible old curriculum specialist, Ralph Tyler, when he said, "teachers who burn out were never on fire in the first place."

Nevertheless, the problems facing the modern day teacher were not neglected, at AIESEP, either: salaries, parental support, facilities, and the intense competitions with verdant suburban school systems for university placements and jobs were recognized. Also, we were in a period where President Reagan was determined to negotiate with the Russians from a position of strength, which was his excuse for being a robber baron on educational issues.

So AIESEP passed eventfully and, I think, effectively, on U.S. soil for only the second time. Originally, a small, elite, well-regarded European organization, AIESEP had now grown to being a genuine world body. We at Boston University were pioneers in this growth. Beginning at the Olympic Conference in 1976 through a meeting between Secretary-General Maurice Pieron, renowned pedagogue, Jean Brunnelle, and yours truly, the modern theme and ambitious conferencing of AIESEP was initiated. It was in 1977 in Madrid, following a meeting of experts organized by the late President Cagigal, that

AIESEP began the climb to its present position. I am pleased to report that we at Boston University hosted the first world congress in the United States in 1982. Well-attended and brilliant in scholastic presentation, the conference suffered only in the provision of adequate housing, which was impossible in Boston and highlighted the dilapidated state of Boston University's housing at that time. Good will was a feature, however, and the United States became a favourite site for AIESEP conferences in the Eighties. Your good friend, Peter Diamandopoulos, President of Adelphi University, hosted the 1985 conference on Long Island during the moisture-laden days of late August. I became the Acting President of this organization in December of 1983 due to the tragic death of President Cagigal in a plane accident. First elected to the board in 1979, I was made one of two Vice-Presidents during the 1982 conference in Boston and was happy to remain in this post. Personally, I didn't think an American or a Russian should ever be president of a world body like AIESEP. The previous two presidents of AIESEP which began in 1964, were a gracious lady from Paris, Mrs. Yvonne Surrel, and an equally gracious man from Spain, Mr. Jose Maria Cagigal, but AIESEP in those days was like a small, intimate family, attracting directors from Europe. Today it is still the only international body representing the East and the West in truly harmonious function, hence my personal doubts about the imbalance potentially created by a presiding officer from either of the super powers. I think my status as an Australian working in America softened the impact, and am pleased to say reduced its importance as a mitigating factor.

It was at this world conference that I became firm friends with John Purnell, the new public relations officer at the Institute of Sport. John's background, like that of most public relations people, was colourful. He graduated from Canberra Grammar School, the equivalent of the Andover Academy, and did three years of physical education preparation at the Sydney Teachers College. A sports buff in every sense of the word, John taught and played many sports until a stint in the business world absorbed his energies. He purchased a sports store in Canberra. His enthusiasm and diligence spread this number to five before a minor depression convinced him that the business world was a very dangerous place in which to reside. John maintained sideposts as a disc jockey and a public relations officer for a major sports firm.

My predecessor, Don Talbot, hired Purnell just months before his resignation. John's efforts in marketing were few at this time because a professional firm still had exclusive marketing rights at the Institute. His initial efforts were mostly concentrated on public relations, especially as Australians knew little, if anything, of their Institute of Sport. It was heading in the direction of a country club, the reason I coined the term "Fortress Bruce," so we were determined to lower the drawbridges and send the troops to all parts of the land, proclaiming the message, "sport help is here." John Purnell had his enemies, as we all do-- and I was disturbed to find that two of them were recent appointments to the AIESEP board. It is disconcerting to have people pull you aside and warn you about senior management in your new task. They simply didn't like him, so they peddled influence in the hope that I would not continue his contract. John's personality is strong; he has a great sense of humour and a deft touch at handling receptions and

proposals in the highly competitive atmosphere of the business world. And he is loyal, a characteristic he had in ample proportion compared with those who were his detractors at the time. It was John's task to focus the Australian media spotlight on all Australians at the Olympics, particularly those from the Institute of Sport. It was a wonderful opportunity for us to advertise our wares, to show Australians that good things were happening in this new Canberran venture.

The Games Themselves

Only once before have the Olympic Games declared a profit. Not surprisingly, the 1932 Los Angeles Olympics was the venue. Against the advice of experts and during the Great Depression the organizers floated a loan of million and a half dollars to stage the Games. So well did they organize and promote that they repaid this money and declared a profit at the same time. Melbourne, in 1956, lost one million dollars in real monies and gained incalculable millions in developmental and prospective enterprise.

In Melbourne television was first introduced to the Australian people. It was the first city to hold the Games in the Southern Hemisphere and, in those days, it was a "whale" of a long way to travel. The Russians, for instance, arrived by boat, which could be described by our modern youth as "cute", and I guess it also gave them plenty of time to find the whaling banks in that part of the world, for they haven't stopped returning since to chase our sea monsters for oil and flesh. But Melbourne's loss was infinitesimal compared with the red figures offered by Montreal in 1976 and endured by Moscow in 1980. The boycotts didn't help, but it was the need for inordinate security and incredibly structured time tables occasioned by the tragedy of Munich in '72, which dropped the fiscal burden of heavy loss onto these two venues. Official wastage was another prominent feature of both games. But not the Americans who, in a repeat performance of 1932, eventually declared a profit (of \$250 million) from the 1984 Olympics.

Marred by the boycott of the Eastern Bloc countries in obvious retaliation of Jimmy Carter's silly boycott of the 80 Olympics, the Games suffered in competitive interest, but not in number of participants, or flare of presentation and drama. Realizing the incredible potential of the institutions that surround the Olympics, Peter Ueberroth "cashed in sweetly," to coin a term from the business community. He ran the flame up and down the streets of Los Angeles gathering monies in support of boys clubs and the Olympic movement from many willing hands. He took on large numbers of volunteers to man the many caring posts at the Olympic sites. He, himself, became the number one volunteer by accepting a salary of one dollar for the year of the Games. And sites that were used in 1932 were refurbished and rebuilt for 1984. The Coliseum was entirely adequate and a MacDonald's swimming pool was constructed on the campus of USC. USC became the village, which certainly did that university no harm in facility provision, and many other bedraggled Los Angeles structures were polished up and given a new shine for the '84 Games. The Russians didn't come. They could not trust "security" to protect them from Los Angeles crime. I am happy to report that I parked my rented car on lawns and in

driveways of the dreaded Watts district each day and walked to the venues with naught but friendly salute from all hands.

Los Angeles, like all Olympic cities, cast off its problem mantles and donned its best and most peaceful clothing during the time of the Olympic Games. I'd seen the same thing happen before. Students and police battled in Mexico City until three days before the Games started in 1968. Hundreds of protestors were killed in one clash in the Plaza of the Three Cultures and it was disconcerting to train athletes under circumstances of armed troops ringing the perimeter of the stadium in the days leading up to the Olympic festival. Yet one meeting between student leaders and civic fathers three days before the Games brought about genuine peace, and the Games were a wonderful success. I watched closely as the "dreadful Russians" marched into the stadium at the opening ceremony. Mexicans were upset with the sons and daughters of the hammer and sickle because of the Czechoslovakian invasion just weeks before, but the Russian athletes were received with polite applause. In stark contrast to the delirium of the Czechoslovakian march past, it's true, but, nevertheless, the people of Mexico put spite and vengeance aside in a spirit of Olympic hospitality that seems to be universal.

Regardless of creed, colour, religion or political persuasion, people react to the spirit of the Olympics and embrace its model. The Olympics can still make miracles happen in the modern era. The fact that Yugoslavia and Romania defied the Russian tank to compete in Los Angeles, and that virtually all nations assembled in embattled Korea happily and peacefully in 1988, is tribute to this magic. It is easy for us to gloss over world problems and eulogize the Olympics beyond their worth, but its critics forget the great strength of this modern salute to ancient enthusiasm.

The Olympics provide, like medicine and music and art and birthdays, an opportunity for people to get together and find out how much they like each other. The Games are institutionalized hospitality, supporting a display of incredible skill. They are the times when a disparate world calls a halt to the nonsense and celebrates human endeavour for a change. Not all citizens feel this way: boycotts, terrorism, exhibitionism and cheating are fairly common, but these human failings tend to underscore the need for the Olympics more than destroy them with their vicious acts of revenge and spite. For every Ben Johnson there is an Edwin Moses, and these pillars of strength support my enthusiasm for this great festival. I believe they justify its existence.

Australians at the Games Of '84

More nations attended the '84 Olympic Games than before in the history of the Olympics. The Eastern Block boycott, however, spoiled some events: Weight Lifting, Gymnastics and the multiple events like the Modern Pentathlon suffered seriously, leaving the impression with the casual reader that the '84 Olympic Games results were devalued. This is not true.

John Sieben, in swimming over the top of Michael Gross of West Germany, defeated the world record holder and established a new mark himself. Such a record

stands resolutely and brilliantly, and the effort was the best to that time. A young, independent, wilful swimmer, Sieben had been trained by the erratic but ingenious Laurie Lawrence of Queensland. Their relationship had been marked by peaks and valleys but the credit for the mentoring of Sieben's effort must go to Lawrence. Sieben's efforts thrilled all Australians.

The team pursuit cycling, which defeated the Americans for that gold medal, also stood as the best in the world to that time. These four young cyclists trained impeccably by another Australian coaching genius, Charlie Walsh of Adelaide, surprised some with their gold medal, but not the connoisseurs of Australian cycling who expected results from the team. We were overdue for a medal in this sport. Dating back to the days of Russell Mockridge in 1952 and beforehand to a 1932 gold medal in Los Angeles where Edgar Gray won the 1,000-meter time trial, our cycling standards have always been first class. Gray gave notice of his talent four years earlier when he placed third in the same event in Amsterdam. Similar glory visited Ian Browne, Tony Marchant, and Lionel Cox in the fifties. Australian cycling had always enjoyed strong international reputation and it surprised few insiders when our pursuit team brought home the relay gold.

Two other magnificent efforts resulted in gold medals: Glenys Nunn battled to the women's Heptathlon athletic gold with Jackie Joyner, winning eventually by a handful of points. Brilliant in the sprints, jumps and hurdles, Glenys suffered in the throwing events and, had she concentrated here, I believe she would have repeated that gold against all comers four years later. She was a graceful, determined athlete and a worthy winner. Her coach, John Daly, was an AIS board director who had coached the Australian team officially since the dark days of 1976. It was good to see his patience rewarded.

The fourth gold went to a remarkable character from South Australia in the men's heavyweight Weightlifting. His family owned a flourishing tuna fish enterprise off the coast of Port Lincoln in South Australia. He would spend six months working out in his home-styled weightlifting gymnasium. Determined and very shy, Dean Lukin delighted the world when he lifted a personal best above his head in the clean and jerk to defeat the American champion. He was a true winner in every sense of the word. Some people have devalued Lukin's gold medal by pointing to heavier lifts by absent Bulgarians and Russians but this is unfair: the Bulgarians, themselves, have told me that they feared the explosive Port Lincoln fisherman. He could do anything, they said, especially using their training systems. "He is strong and tough, and prepared to take the ultimate risks. He could have defeated our people," Bulgarian official, Angel, confided, "so easily."

Australia had won four gold medals at the Los Angeles Olympics. It is a modest tally when compared with the East Germans, Russians and especially the United States who "won" over 80 medals. Even the pesky New Zealanders won eight. But it represented a vast improvement on our winless efforts at Montreal in 1976. A host of minor medals boosted our spirits, also. Some unkind jibes arose from our efforts in Los Angeles: "What do Carl Lewis and the Commonwealth of Australia have in common" - - they each won four gold medals." And another: "What do 16 million Australians and 3 million New

Zealanders have in common? - - a one-to-two ratio in gold medals at the Olympic Games."

These pesky southern neighbours of ours had won eight gold medals, which must go close to world record in achievements for such a thinly populated country. We endured their good-natured taunts, although I did remind them that all of their medals had been won by people sitting down on water going backwards, and suggested that they might try reversing the procedures in some distant time but conceded that they did deserve their triumph. The New Zealanders under the brilliant leadership of Sir Michael Scott made a conscious decision to put their apples in five Olympian baskets: those with the strongest chances of success. In rowing, canoeing and sailing, their decisions proved brilliantly effective. Our efforts in Australia had not reflected this highly selective policy, but I must confess that we toyed with the idea in our preparations for the 1988 Olympic Games.

Our Hockey team disappointed once again. The men, after a brilliant first round where they finished undefeated at the head of the ladder, succumbed tamely to Pakistan in the semi-final and then, in utter devastation, permitted a vastly inferior British team to defeat them in a playoff for the Bronze Medal. Although clearly the best Hockey team in the world at every pre-Olympic World Championship, the team once again let Olympic gold slip away. They were well-coached and had lots of ability, but psychologically they were not well-prepared for the most testing competition of all.

The women did not have superior playing strength over the opposition teams, but battled courageously to be in the running for the Bronze Medal. It was heartbreaking for them to lose to the United States in a "hitoff" to break a tie for third place. Our goalie was unable to withstand the barrage on goal equally as well as her United States counterpart. So our much-vaunted hockey teams returned home empty-handed.

Our swimmers fared quite brilliantly and were a little unlucky. Mark Stockwell recorded the fastest time in the heats of the 100 meters. Going into the final an equal favourite with the brilliant U.S. swimmer, Randy Gaines, Mark looked relaxed as he approached the start. I wondered at the time if he was perhaps too relaxed, but we shall never know for the starter permitted Gaines to get a break on the field, introducing unfortunate controversy to this blue-ribboned event of world swimming. The other American suffered most at the start and finished out of a place, but Stockwell a good length behind Gaines at the start, failed by a touch to catch him. We settled for silver. Mark Stockwell went on to anchor the 4 x 100 meter relay to another silver, and the 4 x 100 meter medley relay to a bronze. I was glad that we'd managed to salvage his preparations through the arrangements cited already in Chapter 1. His thank-you letter upon his return to Australia was all the reward I needed to justify my actions at that time.

Two other Australian swimmers produced silver medals. Karen Phillips, the youngster from the southern coastal town of Nowra in New South Wales, butterflyed to a surprise silver in the 100 meter women's event. A shy girl, she clearly delighted in her first major world festival, and performed creditably for several years to come.

The story of our other silver medallist, Suzanne Landells, in the 400 meter medley individual event is classic. Shy and prone to self-recrimination, Suzanne swam badly in the qualifying heats. In fact, she qualified by 100th of a second for the final, giving us little hope for a medal in this event. The coaches knew she could do much better, realizing her problem was psychological, not technical or physical. So the newly appointed Sport Psychologist from the Institute, Jeffrey Bond, went to work on the mental world of Suzanne. He related the story later in response to my question, "What did you do, Jeff," for Suzanne had swum brilliantly in the final to notch a silver medal against the mercurial American, Tracy Caulkins. The turnaround had been as startling as her brilliant swim in the final. "We spent three hours together between the heats and the final," said Bond. "All I did was concentrate on getting her to center, to focus on the real reason she was swimming in the Olympic Games. The thought of letting down the Institute, her coaches, her parents, her friends, the Australian people, had weighed so heavily upon her that she was swimming in the form of somebody else. Competing objectively. So we concentrated on swimming for herself, realizing that she could swim to her best if that were her true focus. We centered her efforts on doing the best that she could do, without worrying about placing, times or results."

It is always a wonderful thing to be able to point out successes of this nature in the combine of sport science and sport action. Instances of failure bring the cynics out of the closets too easily.

"What would the eggheads know?" is a common phrase favoured by these cynics, and we've all heard similar utterances in the world of sport. But not this time. The Bond-Landells joint venture lifted Suzie's efforts from last to second against the same field on the same day at the most elevated competition of all. Australians can feel proud of this collaboration.

Our men's 4 x 100 meter Relay team also won a silver medal. They were called the "mean machine" (three were from the Institute) consisting of Neil Brooks, Mark Stockwell and Greg Fasala. Robbie Woodhouse performed courageously for a bronze in the 400 meter Individual Medley and the wonderful Michelle Pearson won her bronze in the 200 meter Individual Medley. I say wonderful because Michelle was a superb leader amongst the women swimmers. Everybody respected her efforts, her maturity, sincerity of purpose, and her genuine interest in collegial effort. I admired her then, and even more when she graduated from the Canberra College with a Bachelor's Degree in Applied Science. She placed third in the Olympic swimming race, but first in the race of life. Our men's rowing also performed creditably. We won a silver medal in the Quad Sculls and two bronze medals, the Men's Eight and the Single Sculls. Australian rowing was returning to world prominence after excellent efforts in 1968. The Men's Eight, in winning the world championships in 1986, climaxed this rejuvenation.

Robert Kabbas, with a silver in Weightlifting, Gary Honey, a silver in the Long Jump, and Gael Martin, a bronze in the women's Shot Put, also distinguished themselves. Delight and surprise attended our first pistol shooting medal, when a charming

grandmother, Mrs. Patricia Dench, sneaked a bronze in that event. Brilliant efforts were also recorded by Darren Clarke (400 meters), who finished fourth and "Deek," or Robert DeCastella, who finished fifth in the Men's Marathon. Although one of the favourites, Deek suffered in the humid conditions of a sultry Los Angeles afternoon. The diminutive Lisa Martin pleasantly surprised also with a seventh placing in the Women's Marathon held on the first day of the athletic competition.

I raced from one Olympic contest to another, trying to take in as many events as possible. The Gymnasts battled strongly, but finished in the tail of their respective fields. I met with the gymnastics people, and together we decided to make some strong changes. Rhythmic Gymnastics, for instance, would become a developmental sport -- one for the future. Satellite coaches would be appointed to hurry up our efforts in decentralized locations around Australia. I was glad to meet the gymnastic fraternity for they were utterly dedicated people, strong in resolve, dedicated in giving time, yet, unfortunately, empty of pocket. John Purnell was a tower of strength at these games. He averaged four hours sleep each night. Through his efforts I met Mike Bushell of Speedo in an effort to defuse problems that were growing in our relationships with that generous and powerful swimming firm. John arranged many interviews with TV, Radio and Newspaper Specialists, which did much for our image back in Australia. He managed to highlight the efforts of the Institute athletes, also, which took some pressure from our shoulders on the return. Together we organized a champagne breakfast on the day following the Games at my modest hotel near the airport. John Brown, Kevan Gosper, and most of Australia's senior administrators and coaches attended. It was a humble affair, inexpensive and enjoyable. It is a common way in the United States to say thank you to people who have done well or who have supported the cause through voluntary or professional efforts over testing periods of time. I repeated this performance only once more, when the Zimbabwe Cricketers visited Australia at the invitation of the Australian Cricket Board. John Bloomfield was heard to criticize this action as unusual and extravagant. I wondered where John had been, for his opposition surprised me.

The Rowing and Water Polo people were anxious to get into the Institute as permanent sports. I met with both in unabashed delightful plotting for this occurrence. Not to be denied the dedicated Jack Saunders, presented the case for Diving eloquently and persuasively. I decided to press the case for Diving's entry into the Institute at the first opportunity. Our divers performed brilliantly at the Olympics. Ninth placing in the men's tower, and fourth and sixth placings in the women's tower represented magnificent efforts by the Australians. Like gymnastics, diving is a sport of great skill and daring, with efforts emanating from a very small, select population. Many hours attend preparations for these events.

Frankly, the divers needed strong support from an Institute like the AIS.

My attendance at the Los Angeles Olympics had been preceded by a farewell to John Bloomfield at the San Francisco airport following the Eugene World Conference in Sports Sciences. I expressed concern that opposition from Bruce MacDonald, in

particular, might debilitate our efforts over the next four years. I will always remember his response: "I'll be very disappointed in you if you let Bruce MacDonald, or anybody else, for that matter, prevent you from turning the Institute around." I valued this strong statement of support, and wondered what happened to this attitude in the months that followed. The restricting influences of public service takeover loomed as our greatest danger in the future for the AIS. Much later, Don Talbot's real reason for leaving was published in the Sydney Morning Herald. I'll let his story explain:

"In 83, during a swim meet in Germany, AIS coach, Bill Sweetenham (whom Talbot has now succeeded as national coach), had a traffic accident and crushed his leg," Talbot recalled. "He nearly died, so I rang Canberra and told them to fly him home by military aircraft.

"A senior public servant told me I couldn't, so I asked to send him home first-class. Again he refused, so I said 'screw you,' flew Bill home first-class and resigned.

"I allowed Kevan Gosper, then AIS chairman, to announce my reason for resigning as a desire to return to my first love, swim coaching.

"We didn't think AIS could stand the upheaval. In retrospect, it was a bad decision."

This published comment in the column of prominent Rugby Coach, Roy Masters, was embellished further: "the Canberra bureaucracy soon found the brash, outspoken administrator (Talbot) did not meet public service guidelines." Talbot had violated one of the unspoken rules of bureaucratic Canberra: He (or she) who is flamboyant will last but a short time. It matters not who that silly public servant was either, rather a concern over the nature of the actions taken. There is a dynamism in sports people, administrators and athletes that demands action under crisis conditions. A mentality of achievement develops that will not be masked by distant rules or regulations. Don's reason for resigning explained my own unease at the same problems, but I was determined to try to effect change without public eruption. Private eruption could not be avoided, but public fighting seemed an inappropriate way to go, so I determined to battle within the walls of committee and boardroom assemblies through face to face diplomacy and the promotion of success as a common bond for genuine cooperation.

The dying embers of the 84 Olympics were marked with events of pride and warmth. Boston University Doctoral student, Mary Lydon, had my hotel sideboard decorated with the fruits of the celebrated Dutch brewing firm, a lovely gesture in gratitude. The administration of Papua New Guinea urged me to visit and support their fledgling Olympian efforts. It would also bring the countries closer together. I met up again with the great Atwell Mendaza of Zimbabwe, who was now general manager of their athletics team. I had coached Atwell to the point of equalling the world 100 meter record in the days leading up to the 1968 Olympic Games. Older readers will remember that, sadly, this team was prevented from competing because the excluding boycott of fellow African nations ironically worked against his participation. As a competitor, Atwell missed out, but it was warming to see him still "giving" to athletics with

administrative leadership. There were humorous moments, too, when on the last night a policewoman knocked on my hotel door at midnight. "What have I done wrong?" I asked, puzzled. "Nothing," she beamed. "I'm really a prostitute; it will cost you \$ 150." My wallet was empty so I declined. I must confess, though, that she cut a trim figure in her uniform and, further, I hoped her initiative and daring would mark my efforts in the coming years at the Institute of Sport.

CHAPTER 4 Building

Within twenty hours of the plane leaving Los Angeles, I was firmly entrenched in the cellars of the Institute, tucked neatly under the grandstands of the new indoor stadium. This situation was temporary. The plans for the new administration building had been approved and were exciting; a large, open foyer where art pieces and large photographs could display the best in the world of sport was a feature. But this building was not due to open until September the following year, so we laboured in love in our familiar and crowded cellars. It was the time to build. Naturally, I talked at length with other builders at this time: Paul Brettell had been Acting Director for almost a year now. Coming directly from the public service he understood its machinations and was determined to avoid its pitfalls. He had been bombarded with control measures, especially from the new Department of Sport, Recreation and Tourism. He was more interested in building independence, so his help was invaluable at this time.

The Board was also caught up with a building program, thanks to the forward thinking of its chairman, Kevan Gosper, and an atmosphere of enlightened progress encouraged by John Brown, the mischievous Minister of Sport. John had won out in a battle with Barry Cohen for the privilege of being the Minister of Sport. He was a close friend of Prime Minister, Robert J. Hawke, and a popular figure around sporting circles. But John Brown was an unlikely Labour minister. As a student at Sydney University he had taken off midway through his degree to jackaroo in the outback. Like so many ardent young Australians of his era, his ambition and energy produced a restlessness, which demanded unusually dynamic resolution. John purchased a pig, slaughtered it and from that enterprise developed Australia's strongest and most productive meat exporting business, specializing in pork. He loves a joke, works his fingers to the bone for his constituents and is one of the better, more likable rogues in the current ruling party.

Eventually, his successor, Mr. Richardson, engineered his downfall over an obscure, privileged appointment to the Brisbane World Exposition Committee, which was a pity. John Brown and his delightful wife, Jan Murray, figured in much publicity during their time on center stage. John accused koala bears of being "piddling" nuisances and earned the censure of all people in debating the wisdom of the image of our native animal as cuddly and adorable. The Sydney Morning Herald dubbed him "The Minister for having a good time," unkindly, and I must say, inaccurately, and his running battle with the now-defunct newspaper The National Times produced court cases of unfortunate rancour. But the doozie of them all was his wife's graphic and loquacious description of making love with John Brown on his ministerial desk the night he was inaugurated as Australia's official doyen of sport. The papers attempted discredit through shock revelation. Most Australians laughed and one Sydney priest reminded the "squeaky cleans" that it was, after all, his wife, it was in private, and it was discreet--three untypical characteristics of many of his Canberran colleagues. The Prime Minister, with tongue deep in cheek, described the episode as unwise and, perhaps, in poor taste, but certainly not grounds for dismissal. John Brown supported me continuously through the first 18 months of my appointment as executive officer of the Institute.

The Minister joined others in brainstorming about the building program. Satellite coaches were immediately installed. I used \$4,000 of the \$11,000 granted to me by the Board for the spot merit scheme. Bill Sweetenham received the lion's share as his swimmers had performed so well at the Olympic Games. The basketball coaches, soccer coaches and John Purnell were also rewarded for their industry. The netball coaches received a portion, which was an award that I made with great delight. These characters could twist me around their little fingers because their affairs were excellently managed and the results achieved of equal eminence. We discussed the athlete reward scheme and pressed for AIS inclusion in the National Award scheme. I insisted that sports people be given the opportunity to visit and revisit, regularly, with their coaches. The Institute was for all Australian athletes, not just those in residence.

I instituted a special scholarship that was called the Executive Director Scholarship. These were handed out to athletes of special prominence who did not fit the criteria of our regular guidelines. Somehow we had to reward excellence, identify talent and provide a path around the debilitating regulations that attend most institutional bureaucracies. I began to develop endowment schemes, conceived the idea of naming the residents' rooms for a fee, and developed a scheme for giving donors naming rights to the auditorium seats. These monies went towards the Gary Knoke Memorial Scholarship. Interest from this considerable endowment provided a scholarship for one athlete each year to attend the Institute.

I commissioned medical officer, Peter Fricker, and chief scientist, Dick Telford, to begin research in alternative means to combat the lure of anabolic steroids. Promising work had been achieved in several countries using a combination of amino acids, exercise, diet and fasting, combined with hypnosis. I wanted to develop a means for athletes to attain maximum strength through natural, safe and legal means. I was convinced that scientific training had not yet been adequately explored, and refused to entertain the use of anabolic steroids or other "get-rich-quick" and illegal performance enhancers. We needed to identify talent, nurture the abilities of our young people, and provide the best means by which they could achieve intimacy.

This meant expanding the Institute to every reach in Australia, with similar purpose. I wanted to bring visiting specialists from overseas to help develop the potential of universities and colleges more specifically. We needed more private monies for this was the only way to dramatically increase our overall funding. I said to Paul Brettell one afternoon, after a lengthy exploratory meeting on private fundraising, "If I can't get equal influence from the private community with that of government in the next 12 months, I doubt I'll occupy this chair much longer." I made speeches everywhere I was invited, talking up this marvellous institution. We joined with other developmental schemes to promote Australian sport. The Lend-Lease Organization was prominent, and the Australian Confederation of Sport, led by the redoubtable Gary Dally, was another important force. Paul Brettell told me that Gary Dally wanted to meet with me early in September. My diary was hopelessly crowded, so I suggested 5:30 A.M. for breakfast at

the Canberra International Hotel. With smiles all round we assembled at that ungodly hour, cracking open a bottle of champagne in celebrative resort.

I decided it would be important to make contact with former Australian "greats". Most young sporting aspirants have their heroes. It is often a former champion who is the main inspiration in the early lives of young sports people. So, to have champions endorse, visit and speak publicly about the Institute seemed a good scheme. Dawn Frazer, perhaps the greatest woman swimmer of all time, quickly obliged. Other Australian greats like Herb Elliot, Marjorie Jackson, Betty Cuthbert, Marlene Matthews and John Landy followed suit. I developed some risky schemes, too.

Our finest hammer thrower, Peter Farmer, now a volatile but devoted coach, was hired to promote his event and the pole vault at the same time. A string of complaints trickled in Farmer's wake. He wasted no time on regulation and developed every good idea instantly, which meant, of course, that he trod on a number of delicate toes. He was also permanently broke, which meant that some schemes of pay for some services were not always promptly ameliorative. However, it is good to note that even three years since Peter's departure, Australian pole vaulting and hammer throwing are two fertile, growing areas. Nevertheless, he was a risk, and one, which happily took.

The greatest risk in the first few months of assuming the chair was in locating, promoting and featuring former World Bantam Weight Boxing Champion, Lionel Rose, one of our first aboriginal champions. Lionel "rose" from obscurity to world renown against the best fighters at that time, amassed half a million dollars, and then lost it all in the aftermath; drink, gambling and frequent battles with the law reduced Lionel's reputation to the sad status of rejection and failure. I determined to find him and see if he could resurrect and become a model once again to young Australians, especially those of his ethnic origins. There was much interest in promoting aboriginal sports at the time. I knew I had the support of Bob Hawke and John Brown and the tacit support of every politician in Canberra. There were a few sleazy squeaky-cleans in the bureaucracy who laughed behind the backs of hands and who prophesied doom.

I gave John Purnell the task of locating Lionel Rose. He thanked me, and proceeded with this difficult connection and he didn't take long; in fact two days. Smiling as we rented a car in Melbourne we drove to the eastern country town of Warragul. Lionel had married the daughter of his boxing trainer but, in the aftermath or should we say the turmoil of that aftermath, they had separated. Lionel is to those of his acquaintance, a charming, irresistible character. This very quality, which endeared him to most, hurt him most in that forgiveness came too quickly for a string of irresponsibility's that would normally have been apprehended before permanent damage occurred. We met Lionel and his former wife on a Sunday morning, with overcast skies and the Australian countryside graciously extending the horizon to all points. He was on his fifth suspension for drunk driving, and his capacity to hold a permanent job was severely reduced. Much chubbier than when he fought, naturally, but in surprisingly good condition, Lionel agreed to work with us in promoting Australian Aboriginal sport. He stepped up his presence at a North

Melbourne youth center, visited the Institute, and provided strong support to his nephew, Neil Brooks, in his efforts to win a Commonwealth boxing title.

It didn't take long, of course, for the press to tease out the story - but they were positive for which we were grateful. Lionel's efforts in the ensuing months were checkered, but genuine, and not without some humour. He drove a friend's vehicle to Sydney and almost escaped the State of Victoria in his unlicensed capacity. He used one of our taxi vouchers to arrive at the prison where he was to serve several days for his vehicle misdemeanours. But, his life was getting back together, and the last I heard was his health had reduced but his behavioural patterns had improved. Every Australian supported us in our efforts to provide Lionel Rose with that vital opportunity for rehabilitation. To me this enterprise represented Australians caring about elite former champions - it is too easy for us to walk away, wash hands as did Pontius Pilate and blame the cruel, cruel world.

On the 20th of October, I opened the extensions of the Ainslie Australian Football Club in Canberra, urging that the non-connected sporting community become fully involved. At the same time I sold my lovely Framingham Victorian colonial and purchased an Australian colonial on two hectares in the thriving metropolis of Murrumbateman, situated 35 kilometers from Canberra and nestled in the newly established wine-growing district of the central regions. I purchased this lovely home for the family, most of whom were returning from Boston to reside and take up new jobs, a new livelihood. My oldest son Paul, remained with his computer job in Boston. The two youngest children, Leigh and Andrew, accompanied their mother to Australia and took up residence in Murrumbateman. My other son, Mark, now married, journeyed to Australia in December for three years with the Price Waterhouse accounting firm in Sydney. Changing locations, even for temporary purposes, is hard on families. Two members have not yet adjusted to the rearrangements of 1984.

We held a Sponsors Function on the 17th of October, which was a great success. I spoke at the Canberra College of Advanced Education on the intricacies of sport theory. Earlier we had begun close association with the University of Wollongong in developing their program and especially in setting up a regional institute of sport. I had a public fight with John Bloomfield at the Board meeting on the 18th of October. It was our first clash and it surprised me. In late August our Board meeting in Perth, where John was substituting for the absent Kevan Gosper, we had worked harmoniously and effectively. Bloomfield thought that I was keeping things from him and objected. I told him that I hadn't come 12,000 miles to be his slave and that I was a board member alongside him. Nothing of substance had been kept from John Bloomfield, and I suspected, for the first time, that someone had been feeding him misinformation. On reflection, I now realize that sleazy subterfuge had started about this time and continued for the rest of my stay at the Institute of Sport. John Bloomfield never received unbiased information through the back roads and, unfortunately, had chosen not to speak with me on the foreroads. This impoverished social communication escalated in the next 18 months. I was at first

tempted to believe that my old foe Bruce Macdonald was responsible, but am now persuaded that the insidious information source was closer to home.

In spite of this public glitch, which was handled excellently by Kevan Gosper, we continued to build. I pushed Sport Science and our efforts in this regard publicly and privately. We promoted youth sports attending as many conferences as possible to give support. We developed new schemes for money-raising.

One such scheme merits telling. The Kellogg breakfast cereal company had contacted us for endorsement of at least one of their products. Chief scientist Dick Telford rocked us with his candid statement, "No, John, we can't support current breakfast cereals -- too much sugar, too much salt." I nearly died. I could see all that lovely money going out the window. One of the Kellogg's executives, however, was resourceful: "Would you work on a cereal which is acceptable and is sufficiently nutritional to warrant exclusive endorsement?" Dick agreed. Sixteen versions and six months later the product Sustain emerged. It was an instant success. Two wonderful advertising films were produced promoting the Institute. A product of nutritional importance was now on sale, and an excellent cooperative venture in place. I argued for two cents a package, rather than the one cent suggested by Kellogg. As we had assumed none of the responsibility or financial investment, a fee in the form of royalty seemed fair. It is probably sufficient to inform the listener that in the first year of production from mostly two states, New South Wales and the ACT, our royalty fee exceeded \$80,000 to justify this venture. I wanted a product that would be enjoyable, tasty and nutritional. Sugar and salt are the two main taste ingredients in our common foods. Dick overcame blandity problems in this regard by injecting a small taste of honey. Sustain represented an even more important factor in the Institute's affairs. It represented the trickle-down effect from elite institutions to the general public. When people talk of the exclusiveness in such community efforts, they often forget that much good results to the benefit of all.

In motor racing, for instance, one of the most exclusive of sports, enormous benefits to the family jalopy in engine power, steering, braking and other vital engineering functions has occurred. The research function of the Institute of Sport should also benefit the everyday Australian in matters of exercise, nutrition, clothing and recreation. In many dimensions, we were building fast and furious with enormous cooperation from all sides. The newly acquired bureaucrats had thrown the clock aside. With very few exceptions everyone was at their workstations by 8:30 each morning, and the usual Canberra knockoff time, 10 minutes to five, was a distant relative. I developed a habit of opening my fridge around six each evening, for any of my administrators to enjoy a glass of beer before venturing home. The appearance of the very low-alcohol beer on the market helped make this practice responsible as well as enjoyable.

The hustle is well-illustrated by a section from my appointments diary:

Nov 21 The Press Club and Capital 7, ACT sports stars of the year. Noon - midnight.

Nov 22 7 a.m. Flight to Western Australia to address their Sportsman of the Year celebration. Leave 11:30 p.m.

Nov 22 Red-eye special to Sydney. Leave 11 :50 p.m. Arrive 6:30 a.m.

Nov 23 Sydney. John Brown's launching of sport policy. 9 a.m. - 5 p.m.

Nov 23 Fly to Canberra. International Amateur Athletic Federation preview World Cup. 6:30 - 9:30 p.m.

Nov 24 Fly to Newcastle - Blues Speech at the University.

Nov 25 Delicate day in Canberra on staff matters.

Nov 26 Woollongong for two days.

Nov 28 Fly to Melbourne for board meeting. Two days.

Nov 29 Blues Speech, Hobart, University of Tasmania.

Nov 30 Fly to Europe for recruiting, major speeches and seminar attendance.

This schedule was not unusual and indicates the nature of the hustle at that time. The travel was further complicated by cancelled flights, missed connections and dashes in taxis to meet audiences and commitments. To arrive for the Tasmanian Blues Speech, for instance, I could only fly to Devonport and rent a car to drive the four hours necessary to redeem that commitment. A blown tire had me missing the plane trip to Perth, which meant the loss of all of the computer bookings on that trans-Australian flight. I was lucky a smaller airline conducting a milk run to Perth was able to find a last single seat, which delivered me fifteen minutes before I was due to address a gathering attended by every important sports person and politician in Western Australia. The hustle is obvious, the responsibility was great. No excuses are tolerated for sports officials. Expectations build up for presentations, and, usually, desperately needed funds are attached to these evenings: you simply cannot let the constituents down. There were times during the two years at the Institute of Sport when we more resembled zombies than human beings, but it was worthwhile.

Four New Sports

We received many favourable comments from the press and public over the '84 results. I was not fully satisfied, however, but was prepared to defend the Institute, especially as we were still very much in the developmental stages. A few newspapers and scattered bilious characters threw "muck". Frankly, I was more interested in expanding the scope of the Institute and in building our offerings to meet Australia's sporting needs. Nine privileged sports was a good start, but so many other deserving Australian bodies were knocking at the door.

The bureaucrats were trying to slow growth to what they called manageable proportions. Earlier bureaucrats who were part of the establishment were now languishing in its history. The new breed more resembled tortoises than anything to do with the rabbit family. Much correspondence passed about Rowing and Squash, and it was evident that we would admit these sports in the near future. Mr. Macdonald threw one of his doozies into the well during our time at the Olympics. Six-hundred thousand dollars was cut from

our budget just a week before the speech was to be made by Treasurer Paul Keating. Fortunately, the ingredients to prevent this late night action were all present in Los Angeles. With Kevan Gosper and Perry Crosswhite I formed a team that spoke to the Minister who after two phone calls reversed the decision. I discovered it was an old bureaucratic trick. One had to cling to the budget pages all the way to Parliament. Lobbying was not the only skill one needed to survive, tenacity and strong digits were other important characteristics of a successful Canberra bureaucrat. Not only did I want the same budget we had all agreed to several weeks before, a budget that was expanded although not to the degree requested, but I wanted expansion monies to include at least two new sports. I knew I had Bruce Macdonald's support on Squash, and the Minister was very keen on Rowing. We were anxious to include two Australian sports that had struggled with partial success for a very long time.

I could not forget the claims of Diving, however, and became aware, quickly, that Water Polo was pressing strongly also. Could we admit four sports? I smiled, did some preliminary calculations, discussed the matter with senior staff, then broached Board members with the daring plan. We agreed that three might be sufficient, Water Polo missing out. The September Board Meeting was held in Perth, that delightful city that holds clear sovereignty on the western part of the Australian Continent. Perthians are proud and secure, they have produced many fine sportspeople. I am still convinced that every Perth woman is a potential Olympian. They are strong and healthy and rarely need to consult their analysts. The men are fiercely independent with concentration and dedication in abundance. I am not sure whether it's the diet, the sun, the healthy surrounds, the playful school systems or the absence of a vitriolic press -- something happens "right" in Perth.

Our Board Meeting was equally productive. I shared with members the need to act on the contract of Kelvin Giles, and received their full approval not to renew, even to cut short should agreement be reached between Mr. Giles and myself. I told them I'd not yet reached the decision to renew Kelvin's contract, but would do so in the immediate future. But the main topic was the new sports. Mr. Bloomfield presided as Kevan Gosper was with the International Olympic Committee in Lucerne. We quickly agreed to the admission of three new sports.

Prior to the meeting, a phone call from Tom Hoad, coach of the National Water Polo team, pleaded for admission to the AIS of that noble sport. He came up with supporting figures and dedicated actions that brought smiles to all faces. Both Bloomfield and I were partial to this character. Sincere and dedicated, he had been part of the team that had brought Australian Water Polo into a status of top ten nations in the world. We decided to add Water Polo to our recommendations, having been "conned" easily by this seductive agent. I agreed that the next move was to present our case to the Minister and promised the Board that I would do this immediately upon returning to Canberra. It was an eventful meeting. Two hours before Parliament was due to resume at three that afternoon, Paul Brettell and I sat in the Minister's office. "I like the idea," he said.

"You have convinced me. Shall I make the announcement in Parliament this afternoon?"

We exchanged delighted but quick glances, a mixture of surprise and pleasure. "Certainly," I rejoined, and the event duly took place. The Australian press reacted very favourably. The constriction of nine sports had been a constant concern, and the phone calls the next morning reflected the media's approval. The Minister for Finance wondered how we would pay for all this. Mr. Macdonald noted there would have to be a cutback in other sports. I was determined that we would procure extra monies, and plotted the admission of more sports in the immediate future: the Winter Sports, Equestrian events, Volleyball, Cricket, Canoeing, the Three Footballs, and the Target Sports were just a few. The great Australian sport of Cycling had been ignored, minor needy sports like judo and wrestling were left languishing. I knew that Boxing would be a tough entry, so I determined to help them through the National Training Center. In a letter to Warren Jones, Director of Bonds Corporate Holdings, I explored the possibility of yachting entering the Institute. His response was encouraging, although we all found it necessary to put that position on hold as the expense for the 1987 America's Cup defense was mounting disproportionately.

The Minister liked the proposal of decentralizing two of the sports to Brisbane. Rowing and Water Polo clung strongly to the idea of a Canberra residence. Lake Burley-Griffin was freezing during the winter, a real test for the inner strength of the oarspeople so we suggested more gentle climes. But President John Coates wanted to be close to the action. As Canberra, Melbourne, Sydney and Perth were the three Water Polo centers, it didn't make too much sense to go North with that sport, so Diving and Squash were slated for a Brisbane home.

Both diving and squash sports were happy with this designation. We approached Mayor Harvey and State Sports Minister Makechnie for support. Both willingly gave and an ideal location at the Chandler Sporting Complex was provided. The Divers had but forty yards to walk for training, and the Squash people a short bus ride. A new university, Griffith, which had hosted the 1982 Commonwealth Games athletes, happily cooperated with residency and food requirements.

David Keating was chosen to head up the operation and four excellent coaches joined our Brisbane satellite. I was especially pleased that Geoff Hunt and Heather McKay (nee Blundell) accepted invitations to be the Squash coaches. Both were multiple world champions of the era when Australia dominated. They wanted to see the nation regain its former splendour. Geoff Hunt is the most dedicated coach I encountered at the Institute of Sport. Extra-tough and persistent, he was a model mentor who cared enough to produce winners.

Heather McKay is another story. World champion for something like 16 years, she had only been beaten three times in her career. The epitome of devotion, Heather had set up a squash center in Toronto, Canada, where she and her husband ran a very successful

small business. My December trip to Europe and the Americas was done with the purpose of luring Heather back to Australia. We met in the sumptuous Hyatt Hotel across the Charles River from Boston University and nestled in the comfortable surroundings of MIT and Harvard University. After a pleasant exchange, Heather announced that she would have to halve her salary to come to Australia. I quickly added some benefits and took her shopping. It was such a natural, friendly and frank conversation as we discussed all the ramifications of a possible return. By the time she boarded her Toronto plane that evening, she had agreed to return and coach women's Squash in Australia. I was delighted and so was the Board on my return.

Geoff Hunt had to be lured from Melbourne, where his family was happily ensconced. The schools and the sands of Surfers' Paradise played a major part in this decision. Eventually the travelling got to be a problem, but Geoff has continued to support the Institute excellently since. It is good to see Australians playing for world championships again in the world of Squash.

The Diving coaches picked themselves. Bruce Prance was a genial public servant from Perth. He had coached an Australian, Don Wagstaff, to an eighth place in the tower event at Mexico City, which was the only Olympic Diving Final Australian men had ever entered before 1984. Bruce was popular and educative. His assistant was Australia's finest diver to that time, Steve Foley. He had finished ninth in both springboard and tower events at Los Angeles. After a distinguished career as a world class competitor, Steve happily accepted a temporary position, agreed to continue springboard diving for two more years, and quickly established himself as an excellent teacher.

Coordination of the Brisbane operation fell to David Keating. I had first met David in January of 1966 in the famous old New Guinea town of Rabaul. He was a brilliant and successful young teacher at a high school 20 miles inland called Malabunga. He played a major role in bringing young Papuans into the South Pacific Games competition and was still competing. A successful administrator, David had risen to be Principal of one of Papua New Guinea's finest high schools during the 1970's. The advent of independence in 1975 meant that most Australians could now relinquish their position to the local people. David returned to Brisbane where he ran a successful sports store and Squash Rackets business. He agreed to head up the Brisbane office of the Institute of Sport. Although the position was advertised and a number of fine applicants submitted their credentials, David was easily the most qualified. The opening of Diving took place with great fanfare on the second Saturday of November, 1984. It was a gala affair. John Brown was in great voice, the television cameras flickered continuously, and the Divers entertained as well as demonstrated. It was an auspicious beginning for a sport that not only deserved its entry, but has continued to produce excellent results.

The opening of Squash with similar flare, followed two months later. By this time a dramatic change however had taken place on the political scene. After many years, Mayor Harvey, the Labour incumbent, had been replaced by the beautiful, intelligent, ambitious and sensitive Liberal protégé, Sally Ann Atkinson. Former journalist, Sally Ann, was to

spearhead Brisbane's gallant but unsuccessful Olympic Games bid. She became an even greater supporter of the Institute of Sport than her predecessor. Labour Minister, John Brown, articulated well with Liberal Mayor, Sally Ann Atkinson, so the opening was even more successful than Diving.

Two months later we opened Water Polo and Rowing on the beautiful grounds of Canberra's Institute of Sport. It took Rowing only 12 months to justify its inclusion. At the Commonwealth Games at Edinburgh in 1986, the Men's and Women's Eights won gold medals, and the men covered themselves in glory by beating the best boats in the world a month later at Nottingham, England. They defeated the Russians and East Germans by more than a length clearly indicating that Australian Rowing was again a force to be reckoned with. At this time, too, the world championships were slated to be held at the new Lake Barrington in Northern Tasmania in 1990. Naturally, much glamor quickly accrued to the efforts of the Rowing devotees. It was just as well, too; the sport is so expensive that most young people were excluded from long-term participation at an unfortunately early age. Even high schools like Ballarat High, which conduct very successful programs, struggled to promote their talent into senior rowing. Indeed, the efforts of two or three clubs on the banks of Melbourne's Yarra River are the important forces in Australian rowing at this time.

Four sports had now entered the Institute, bringing the total to 13. I believed that an eventual tally of around 25 sports were needed before the end of the decade. It is pleasing to report, too, that at the time of writing four more sports had been included: Canoeing, Rugby Union, Cricket and Cycling are these lucky constituents.

Spice

My old adversary, Bill Mandle, writing in the Canberra Times, produced a provocative article entitled "Australia's Miserable Performance". I won't bother the reader with his original diatribe, but rather use a Churchillian ruse, I shall print my response, in to from which the reader can deduce the nature of Mr. Mandle's discontent. The Canberra Times printed my response the next day:

Dear Bill,

With characteristic flair you have cast a critical eye over the recent Olympic and pseudo Olympic games performances. The term "miserable" is dreary but descriptive and perhaps totally misleading. You use other terms like mockery (of the LA Olympics), and euphoric (of spirit or pride), and swagger (of the pomp and circumstance in LA). You dismiss the opening and closing ceremonies as arrogant statements of strength and superiority, and you demean "non-sports" such as synchronised swimming, calling rhythmic gymnastics "almost obscene". Other activities you deem "Mickey Mouse" or

"fringe", dismissing their aspirant efforts with a flourish of an all-too quick pen used summarily and, I suspect, with thinly veiled envy.

One is tempted to debate each of those murky points of yours, but it will suffice to state that -- as in the world of sports vagrants exist so, too. So they abide in journalism, especially feature journalists where these advocates are far removed from the sources of copy, and frequently are alien to the world of competitive toil, preparatory grind and fragile physicality.

At least you finished your diatribe with a wandering salute to those who were victorious. Thank you. Unfortunately, you committed the same mistake you accused ordinary sports lovers of when they expressed their innocent involvement and euphoria over the generally excellent results obtained by Australian Sportsmen and Sportswomen at the LA Olympics.

Perhaps, above all else though, there were two statements, which prompt this response:

1. *You have devalued the worth of the LA medals by two-thirds. You are, of course, entitled to your opinion but it was naughty of you, Bill, to use this highly debatable, unworthy statistic as a solid established base for further argument. You have studied logic, Bill, you know better than that.*
2. *You dismissed the rationale of "personal bests" as noteworthy performance criteria. Mere excuses, sickly statistics in a low grade Olympics, you said. Well, Bill Mandle, critic extraordinaire and amateur sports analyst, you have missed the most important point of all, ultimate sporting achievement. Personal bests are the stepping stones to the very excellence you seek, and we will encourage attainment of progressive, personal best performances as our youngsters prepare for 1988, and beyond.*

Incidentally we agree on one point. New Zealanders balance on bark on water better than we do better than the world does for that matter. Bravo ... Their achievements were excellent, also.

John Cheffers AIS Canberra

Bill Mandle, for all his apparent bile, was a more worthy opponent, however, than the worms scribbling their gossip in a small handful of Sydney tabloids. Bill put into words what many people were thinking, and added his own Midlands interpretation to boot. But he could not be allowed to get away with such droppings. Someone had to take him to task, and I could not refuse the bait.

I wrote two more articles at that time that caused comment. In a guest editorial for "The Sports Coach," I outlined conceptual differences existing between bureaucrats and coaches. Coaches live by the calculated risk, bureaucrats survive by eliminating all risk.

This exposition was followed, however, by a plea for both groups to work closely together. A second article, written for a Victorian professional journal, expanded on the problems of the image of Fortress Bruce. Although in strong support of the need to have an elite institution, I advocated that the image of Fortress Bruce should be swept away into "the cradle of a thousand De Castellas".

The spice of the Institute, however, was mostly concerned with the story of individuals. Naturally, the vignettes that follow are without name, date or place, but they represent a collection of problems brought to me by the staff over the two-year period in which I was director. I repeat them not for gossip or macabre interest, rather to answer the obvious question -- "you must have had some serious problems during your stay" -- and the record needs to be kept straight.

* Private accommodation -- The billet of one of our young gymnasts' packed her belongings and brought them to the Institute saying the 12-year-old girl had written something unpleasant about the family in her diary. Informing the lass and finding somewhere for her to live that night was an emergency in the pre-residence days.

Although thoroughly checked out beforehand, another family with excellent references failed us badly. A hysterical girl informed us of an incestuous relationship between the father and his daughter.

* In one of our dorms a girl awoke at 2:30 a.m. to find a man in her room, touching. The door had been locked securely.

* One of our athletes entered a female's room late one night and climbed into bed with the occupant. He had apparently seriously misread signals.

* In the same dormitory a young athlete took an overdose of sleeping tablets and a 15-year-old became involved with a non-Institute 21-year-old who had problems with drink and drugs. At another college a small number of male athletes were accused of smoking dope, indecent assault and foul language. The resultant official complaint was most unpleasant.

* A male athlete was charged with assault as a result of an early morning fight. Another character, after a night drinking, attempted to ride his bike down Black Mountain. He was injured quite seriously. Another resident was discovered growing dope. Police were called to quell a disturbance on two occasions with drinking athletes. Twenty-three thousand dollars worth of damage resulted.

* A brawl in a Canberra nightspot involved some of our athletes.

* One athlete consumed 21 ice creams and 15 donuts during a food eating competition. Another had not washed for two months and had to be head locked by the heavyweight weightlifter for the de-lousing operation.

* Perhaps the most potentially damaging incident, resulted in my being awakened in Eugene, Oregon, by a worried Paul Brettell in late July, 1984. A 16-year-old lass had cavorted sensuously with three late teenage athletes after a period of imbibing. Apparently, the event was sufficiently juicy for the four to agree to an audiotape being made. This tape had been discovered amongst the soccer players the next day. We moved quickly, establishing that the unfortunate episode had been engaged in willingly, and sent the four culprits to their respective homes. There was need for some consultation and counselling, and a reappraisal of our supervisory methods. The bringing of the athletes together in the residence curtailed these problems, and enabled proper supervision to occur. Some people, on reading these interludes, will despair at the whole concept of institutional membership, but I must point out that every institution in the world has its moments of spice. Occurrences were rare at the AIS, and quickly and effectively dealt with. God did not make all talented sportspeople into angels, or, for that matter, caring and respectable human beings. Some problems are always going to be encountered. It is important to assure the Australian public that proper supervision and fair maintenance was provided. We took great care on these matters. President Silber, you have been around American institutions and universities sufficiently long to recognize this problem as endemic to institutional life. Your endorsement of student Dean Ronald Carter's 11 p.m. curfew at Boston University produced enough flack for all of us to realize that warfare exists behind these lines.

A Contract Non-Renewal

One of my more controversial decisions surrounded the non-renewal of the contract of Track and Field coach, Kelvin Giles. Giles had been recommended hurriedly to Don Talbot in the very early days of the Institute of Sport. As time was short little background work was carried out supporting the appointment. Giles had been one of the coaches of the British team in the Moscow Olympics, and had specialized in the pole vault in his earlier days. He was volatile, egotistical, press-hungry and outspoken. If you listened to Kelvin, you'd be convinced that no other coach existed. Frankly, these matters didn't worry me, and if these were the only complaints on Kelvin Giles, he would still be at the Institute of Sport. But matters were more serious.

Two of the Track and Field coaches were at their wit's end trying to deal with him. Both were excellent and successful mentors, and the prospect of losing them was an immediate concern. I have written correspondence from one, and held a number of conversations with the other during the early days of 1984. The Athletic Union had complained bitterly of Giles' attitude in January, and many coaches around Australia

related stories of his inability to coordinate and cooperate. His philosophical persuasion was one of accumulating athletes at the Institute as his people. He did modify this later in the case of a small handful of coaches who gave him their support. He humiliated even the best of them if they were not working to his perceived expectations. One clip of him working with a senior long jumper and played on ABC Television was frequently referred to by his critics.

Stories of Giles using human growth hormone, or at least turning a blind eye while his athletes indulged, were rife. He has always denied administering steroids to his athletes, but later confessions have him sympathetic to and condoning their use. Initially, he argued in the press that the use of anabolic steroids was the worst form of cheating. Several years later, again in the full glare of media headlines, he argued that athletes could not succeed without steroid enhancement. He had spoken with Paul Brettell about this conviction one month before I arrived, and had been told to bring this up with the new executive director. We talked not about steroids in the brief time in which he was my chief Track and Field coach. A particularly callous letter to me on March 23, 1984, prompted the following response: "I do not think that Kelvin is this callous; rather, his stress levels for the upcoming games were inordinately high." My response to him tells the story.

To: Kelvin Giles

From: John Cheffers

Subject: Gary Knoke

Date: April 2, 1984

This is in response to your note of March 23rd.

Whereas it is true that Mr. Knoke's serious illness has impeded his working capacity at the Institute, thus casting the heavier load on you and your staff, I insist that sensitivity and recognition of the generic coaching effort take place. You are aware that Mr. Knoke is responsible for a number of athletes who will make the Australian team this year. They are mature athletes with considerable international experience and success. It is our duty to provide help for Mr. Knoke and the athletes rather than divest him of responsibility for their training direction, competition philosophy, and peace of mind.

- 1. Dr. John Daly will contribute materially and temporarily to the assistance effort. We are grateful to him as he is this year's Chief Olympic Coach and a thoroughly competent sprint/hurdles specialist. I have no doubt that he will alleviate most of the problems in regard to the Olympians' efforts. I do not want a crisis provoked on this issue as it will divide your department, trouble the athletes, and constitute the kind of insensitivity which destroys public confidence. I am grateful to your staff for its ready willingness to work long hours over consecutive days, and for your concern over their welfare. Please alert them to this gratitude.*
- 2. Mr. Knoke's medical condition transcends consideration of responsibilities. You need not be concerned about being held singularly responsible for any deleterious effects arising out of quantitative deficiencies. Peter, Paul, and I will assume full blame for this decision. However, it is your responsibility to insure that the utmost is done to maintain a cohesive unit within the track and field family at the Institute.*
- 3. I object to the use of the word "carried" in reference to Gary Knoke's performance since January. Mr. Knoke's influence in Australian athletics over the past fifteen years has been exemplary. The accruing effect of this effort carries through and is not dissipated in a few short months. I look to you as the leader to promote the spirit of good will and maximum effort needed to offset any harmful effect from Gary's terminal illness. This episode is unfortunate for all concerned, placing stress on the Knoke's family, his athletes, your staff, and the Institute*

administration. Nevertheless, the test of our mettle as an ambitious group of activity-oriented scientists is the degree to which we function efficiently yet retain a strong degree of humaneness. I am appealing to you to place this objective as the principal perspective in this issue. It is particularly gratifying to see the way the rest of the Institute has reacted to Gary's illness. I'm sure they would accord you and yours similar courtesy. Humaneness surely must be at the base of everything we do.

Let us get on with the job and hope that anything Gary can contribute will help. There has been enough anger expressed from both sides already, more could bring us to a state of affairs where peace of mind is threatened, and careers are ruined.

John Cheffers

cc: Paul Brettell, Peter Bowman, Peter Fricker

Kelvin Giles wears his emotions and his affairs on his coat sleeves. Little that occurs fails to reach the headlines of any press with whom he is in contact. It is his capacity to distort the stories that is of concern. I did not make up my mind on his contract renewal until after I had returned from the Olympic Games in August. If Kelvin Giles had been a coach capable of helping our athletes produce their best, then he would have been retained and it would have been our concern to work on the problems with his personality and ego. I am on record as saying to several people at that time, "If Kelvin Giles is a great coach, then I should build him a little house in the middle of a paddock and let him coach. The public statements we will attend to by other means". So many people spoke to me about Kelvin Giles that it was evident a decision was impending, especially as his contract was due for renewal the following February. Another disturbing accusation reached my table, from the most reputable of sources. Kelvin Giles had been collecting spare air tickets from non-Institute athletes whilst on tour. He was using these to acquit for monies from the Institute. This accusation resulted in a meeting between the Manager, Team Captain, Institute athletes and Mr. Giles. Assurances were given that this false receipting was not taking place. In subsequent investigations, I discovered that names on acquitted ticket receipts had been altered, and that Mr. Giles had recovered monies for these tickets from the Institute. I wrote to several airlines involved. Most could not verify that irregularities had taken place although stated that tickets with altered names would not have been accepted - they would need to be rewritten. One airline, however, Malev of Hungary, did respond, indicating that these tickets had been paid by the local Hungarian Recreational Agency. I wondered what these receipts were doing at

the Institute of Sport. Changes to at least two tickets had been made, which was unauthorized by the Malev company. The name Giles had been superimposed on one, and Purdam superimposed over the name Clark on another. I'm not accusing Kelvin Giles of malfeasance, simply confirming the problems of this accusation. Mr. Giles may have changed the receipts after the voyages to correct mistakes by the organizers. Oftentimes in the hurley burley of international travel, decisions are made which are not dishonest, but facilitate athlete comfort and efficient articulation. But there is no doubt that unauthorized changes had been made, producing problems in connection with those 1983 accusations (refer to Chapter 14 for details - p. 394 and on).

I watched Kelvin's athletes perform in Los Angeles very carefully. Long jumper, Robin Lorroway, finished sixth but jumped poorly. She seemed flat. Her result was disappointing. A medal was hers that day if she had performed to anything like her best. Her husband, Ken, withdrew from the preliminary rounds of the Triple Jump with a leg injury. These results were especially disappointing as both had won brilliant silver medals in the Commonwealth Games two years before. I wondered what had happened in the interim. Kelvin Giles had coached them for 18 months prior to the Brisbane Games, and must take much of the credit for that performance. Since, however, they had been frequently injured and had performed poorly in major events. Vanessa Browne also finished out of a place in the Women's High Jump, performing well below her best. Her injury patterns had paralleled those of the Lorroways. I was disappointed in Kelvin's athletes' performances at the Olympics.

On top of the many complaints made about Giles in Australia, I had to weight the future with him as the lead coach. Could he become an assistant coach? Would he change and lead with precision, dedication, and the unselfishness necessary to coordinate Australia's efforts? It seemed to me that Kelvin needed his athletes more than they needed him, and the question of a concerted plan to improve athletics, its development and implementation, did not rest easily in the hands of Kelvin Giles. Athletic Manager and former champion, Wendy Eye, had written a very frank letter to Kelvin Giles before the Olympic Games. She accused him of being disruptive. A very disturbing story of his behaviour at the University Games in Edmonton by the Team Manager further complicated matters. I discussed his performances with a number of people on the Board, the Athletic Union and amongst the athletic fraternity. Contrary to his accusations, I did not suggest that he "was gone," because I really did not make up my mind until early September. We discussed this position in my hotel at the close of the Olympics, and I assured him then that my evaluation would be made on my return and that a decision had not yet been made. A particularly disturbing report about his administering medications to his athletes from team doctor, Ken Fitch, prompted a call for his firing from both the team doctor, himself, and Professor Bloomfield. Giles had few supporters at this time. A small number of athletes were loyal to him, a couple of coaches were friendly, and Mike Hurst of the Sydney Daily Telegraph had been his constant champion, filling his columns daily with praise of Kelvin Giles. Kelvin had fought with management over training Australians at the Games and had induced several crises. Frankly, I was on the verge of

deciding he was not the man to lead Australia for the assault on Seoul, Korea, and the best action I could take was not to renew his contract.

I consulted with a number of people prior to making this final decision. My staff, the Athletic Union, the Australian Olympic Federation and other pertinent athletes and officials. In these discussions, I did not indicate my intention definitively to not renew, but suggested I was considering it. Unfortunately, the rumour quickly spread, unkindly, that Giles was about to get the boot. It is pertinent at this stage to let the official documents state the case. I have not asked Mr. Giles' approval to publish his documents, and doubt that such permission would be forthcoming, so I will paraphrase his statements, but include mine, word for word, as the documents contain.

A Personal AIS Minute

For: John Brown, Minister for Sport and Recreation, Kevan Gosper, John Bloomfield, Paul Brettell, Peter Bowman and Kelvin Giles

From John Cheffers

Subject: NON- RENEWAL OF KEVIN GILES CONTRACT

Date 12/9/84

1. *I have this morning, Wednesday 12 September 1984, informed Mr. Kelvin Giles, Head Track Coach, Australian Institute of Sport, that I will not be renewing his contract when it expires in February 1985 and that I have asked him to finish his duties here as of Friday 21 September 1984.*
2. *Mr. Giles was informed that all other conditions of his contract would be continued through until expiry date, which will be extended until 28 February 1985.*
3. *In answer to his question -- What are your reasons?*

I gave the following reply:

- a. *There are philosophic differences in the conduct of the new directions of the Institute which are based on his personality, his self confessed ego, and the need to involve all parts of Australia in the future directions;*
- b. *There had been lack of cohesion among the coaches here in the Institute and with the Australian Athletic Union and the local coaches in the field. And that I consider this cohesion essential to our future directions.*
4. *He asked whether his coaching abilities were in question. My response was that I had received criticisms but that I had not substantiated these criticisms and had not considered this a factor in my decision.*

5. *I made the point that his energies and efforts had been considerable and enthusiastic, and thanked him for them.*
6. *We discussed the fact that rumours had circulated and that their consequence was unfortunate but at least confirmation in its real form had now been made.*
7. *He asked for possible re-allocation of his position to Assistant Coach. I answered in the negative with the reason that it was difficult for him to function in that way in my view, and that it would be unfair to his successor. He agreed with this reason.*
8. *He asked me if the Board of Management had final approval on these matters and I told him that this had already been discussed with the Board of Management and that they had re-affirmed that it was my decision.*
9. *I expressed that I had no personal feelings against him and wished him well in his future directions. We will provide reference and vocation leads to assist his relocation where possible.*
10. *The above meeting took place between the Executive Director, the General Manager and Mr. Giles in the Director's Office on the morning of 12 September 1984.*

Mr. Giles indicated at this meeting that he needed to get a job and I agreed that, if unnecessary public bickering was absent, that re-employment in an important and satisfying post was entirely possible. We would provide him with references. I mentioned that there was one position for someone with his qualifications on the job listing: a Queensland position in coaching. An uneasy calm went into operation. On the 12th of September 1984, Kelvin agreed to continue coaching until a new man was in position, helping his athletes and others where needed. I agreed to pay him through his contract period (six months on) and extend that time three weeks as an act of good faith, and as a responsible attempt to give him every opportunity for relocation. He was to cease duties on the 21st of September and he elected to collect all monies due to him as soon as possible thereafter. By the 10th of October we had discharged our obligations to Kelvin and he to us. On the 12th of October he wrote to all Board members a letter, which I've summarized; even the Prime Minister received a similar but briefer communication. His letter makes the following points, which I have numbered so the reader can equate my response. Kelvin did not send this letter to me, I received it via the grapevine. My response was shown to the Board of Directors.

Giles' Complaints Correlated with My Answers:

1. Giles: He talked of natural justice and the right to defend his professional credibility to a status of reinstatement.

My response: At no stage have I criticised Kelvin Giles for reasons other than the two stated in the letter:

- a. philosophical differences;*
- b. lack of cohesion.*

I have heard many criticisms but any loss of credibility he may have sustained occurred long before I came on the scene. People have credited Kelvin with coaching success but he has never attained a high level of regard as an organiser or as a coaching model.

- 2. Giles: He considered the whole process of "my dismissal" as being handled discourteously and unprofessionally.

My response: At all times my behaviour has been courteous and professional. This cannot be said of Kelvin's behaviour prior to and subsequent to being informed that he would not receive a new contract after February 1985.

- 3. Giles: An interview September 12 saw Dr. Cheffers giving the following reasons for "my dismissal."

My response: He was not dismissed, the word was not used at any time in our conversation. He agreed with me on September 12 that severance time was needed and that it would be impossible for the new coach to work while he was still on board.

- 4. Giles: The reasons:
 - a. "There are philosophic differences in the conduct of the new directions of the Institute which are based on your personality, self-confessed ego, and the need to involve all parts of Australia in the future directions;*
 - b. There has been lack of cohesion among the coaches here in the Institute and with the Australian Athletic Union and the local coaches in the field."*

My response: The two reasons he has given are my reasons. I had heard many rumours about other defective activities on the part of Kelvin Giles from earnest and honest people, but decided not to investigate or substantiate these rumours due to serious ramifications involving athletes, officials and other members of the Institute. Frankly, the two reasons advanced are sufficiently important not to negotiate a new contract with a coach.

- 5. Giles: He disagreed, naturally, in relation to "b." He submitted the names of Mrs. Margaret Mahoney and Mr. John Boas, assistant

coaches Kemp, Hilliard and Clohessy as having made statements of support.

My response: The testimonials Giles advances scarcely project an objective image. Mrs. Mahoney has never coached and is considered to be a mediocre athletics official. In the past year (1983) she had been Vice President and a member of the Board of the Victorian Athletic Association (VAA) which was now in receivership for bankruptcy.

Dr. John Boas has achieved fine success as a coach and has probably received help from Kelvin. He is a very nervous type who has had his share of problems with athletes over the years although I regard him highly as a coach. Coaches Kemp and Hilliard were both recruited by Giles and kept very much under his protective wing.

Pat Clohessy, placed in an invidious position, has written a courteous letter about Kelvin but one that refers not at all to his organising ability or his cohesion with other coaches and administrators around Australia. I quote:

"Request autonomy in distance running area. I have different philosophical ideas incorporating wider community, developing athletes while not disadvantaging the elite.

This letter from Clohessy to me was dated 28 March 1984, and while not critical of Kelvin Giles clearly indicated the existence of philosophical differences within that department.

Henri Schubert, original coach of Robyn Lorraway, wrote (26/10/84):

"I do not envy you your task of cancelling the appointment of Kelvin Giles, but it had to be done my main disagreement with him was that he took Robyn Lorraway away from the hurdles and concentrated solely on the long jump."

Henri went on to describe verbally to me that Robyn was no longer permitted to speak to him now that she was coached by Kelvin Giles.

Jack Pennington, Level 3 and Senior British Amateur Athletic Coach, wrote in a letter dated 19 September 1984:

"I now refer to today's Canberra Times and I consider you to be very courageous indeed, especially going public. I support you fully ... as President of the local Coaches Association (1981) I delegated Peter Bowman to ask Kelvin to come and talk to us, so that we could welcome him and vice versa. Peter reported back to the fee would be \$200' -- so that we never did get to meet him."

Pennington's letter to me went on further to say,

"I am sure you will get many expressions of support from people like myself who began to believe the product was "Bullshit."

I have continued to receive many favourable comments on my action around Australia.

6. Giles: He talked of the position between the AIS and the AAU and the lack of cohesion.

My response: The lack of cohesion between AIS and AAU resided mostly in Kelvin Giles. The cooperation between Peter Bowman, and subsequently Pat Clohessy and other administrators at the AIS with the AAU has always been cordial. Numbers of meetings have been held between the AAU and Giles with the express purpose of improving relations. Wendy Ey, Australian Team Manager 1984, referred to the substance of some of these meetings in her letter to Kelvin dated 6 February 1984. . She thanked him for his letters of 10 and 26 January and went on to say, "the potential problems that are obvious to me at the moment are disruption to the team by people such as yourself, suggesting that there are better alternatives available for your athletes and divisions within the team between AIS athletes and coaches and the rest. These problems have arisen in the past and it is my intention to make sure that they do not occur with the 1984 Olympic Team."

She went on to outline itinerary plans and finished with her willingness to consider requests for individual departures:

"I will, of course, be prepared to judge any such application on its merit but in principle we are a cohesive team and from 1 July we will be together as one group."

Mrs. Ey pushed this date back to 9 July to accommodate Giles' athletes and was rewarded for her consideration with much press criticism, presumably fuelled by Giles.

"Row grows over ban on UK meet -- resentment is growing among Australian Olympic athletes who have been refused permission to compete in the Talbot Games in London next month 13 July."

While on 16 June Giles was reported as saying:

"Giles remained critical of Australian Team Manager, Wendy Ey to allow them to stay in Europe for the Talbot Games . . . I do not see what difference it would have made to stay a few extra days . . . but it is an administrative decision and they have to take responsibility for it."

The row over Giles' determination for the team to take part in the Talbot Games was anticipated in a letter he sent to Andy Norman on 17 May, long before his group had even left for Europe.

"Dear Andy, Well the potential disaster has struck as predicted. The Olympic Team Manager has made a decision on behalf of the athletes that they must depart London for San Jose on July 10th ... each of the athletes is very annoyed . . . and will be making a last communication with the administration . . . to salvage their itinerary."

This row was entirely unnecessary, as Wendy Ey had furnished copies of daily competitions available to the athletes in the United States. Giles had originally agreed to abide by the management decisions and had so promised in January and again in May 1984. His renegeing can only be a result of insincere pledging or pressure from Mr. Norman and athletes to present at the Talbot Games. It must be pointed out that although Giles in his final receipting reported no athlete or coach subsidies received from the European meets, this practice is common during the summer seasons. Perhaps this reason is as compelling as any that he advances to explain his obsession with the Talbot Games. Whatever, this episode exemplified the continuing battle between the AAU and the AIS under Kelvin Giles.

He has also incurred the wrath of the Australian Universities Sports Association officials. One story illustrates as reported by Ms. Cheryl McKinna, Manageress of the Australian Universities team, which competed in the International University Games in Edmonton in 1983. Giles was the official coach of the athletics. Each morning at team meetings he would flounce into the room and in a loud voice begin dictating the day's procedures. When and if opposed, Giles would then fold his arms, turn his chair around facing the wall and pout for the rest of the meeting. This performance he repeated almost daily. In Ms. McKinna's experience (25 years as an administrator and coach) she had not encountered a more divisive influence and was entirely condemnatory of his contribution as a manager/coach. By contrast, she praised the efforts of Pat Hunt (Basketball) and Warwick Forbes, (Gymnastics) as cohesive, helpful coaches representing the Institute with dignity and pride at the same Games.

These are unfortunate but necessary incidents related to exemplify many such stories received during 1984.

7. Giles: "In 1981 the Institute began with little understanding of its own nature." He goes on to say that at that time, and today, the AAU had no coaching strategy, making combined objectives difficult. This, he

explained, was the genesis of communication problems. Improvement in the last 18 months had occurred and he had served on liaison committees, junior commissions and coach coordinating commissions. His paper on coaching strategies had now been accepted as the blueprint for new directions.

He had chaired national workshops on jumps and throws.

My response: Kelvin is correct in detailing the difficulties encountered early in the history of the AIS. He is not correct in stating, which he frequently does in public that the AAU did not have a national coaching strategy and he is quite incorrect in suggesting that communication difficulties in these times were due to such a natural consequence. When addressing the AAU's Australian coaching fraternity in Adelaide shortly after his arrival in 1981 he shocked the audience by stating to this effect: "that the athletes are mine, only mine, they no longer belong to you."

It was this attitude that raised the shackles of the AAU in the early days. It does also seem strange that he talks about his paper being accepted as the blue print for the national and state coaching strategies in the latter part of the sentence after having stated that the AAU did not have an active national coaching strategy. His efforts in chairing the National Workshop on Jumps and Throws were well received and taken into consideration by me in the final decision to negotiate the new contract. I wrote to him commending this action in the hope of improving his efforts at cohesion. Unfortunately, little result could be seen, especially from the subsequent actions in Los Angeles.

8. Giles: He claimed his efforts had validated the duties handed to him in 1981 -- to produce an effective coaching environment at the Institute for elite athletes. He claimed to be responsible for the introduction of the visiting scholarships scheme in 1982. Although he deplored the budget, he claimed to have serviced 21 of 31 Olympic athletes in the '84 team .

My response: He claimed to have helped 21 of the 31 athletes in the Olympic Team but subsequent enquires seriously limit the credibility of this statement.

9. Giles: He claimed that I was inexperienced in Institute matters and should have consulted agencies and persons who could make a realistically objective assessment. He called me unprofessional, that my comments on ABC radio would not stand up to scrutiny.

My response: Perhaps the only regret I have in the whole business is the broadness of the extent of my consultation with agencies and persons on Kelvin Giles. I am sure that this consultation resulted in some of the unfortunate rumours that circulated. I had consulted with the President, Graham Briggs, the Executive Director, Rick Pannell, Coaching Director, Jean Roberts, coaches around Australia including the Secretary of the Coaching Association, Marlene Mathews, athletes, officials and two coaches here at the Institute, Pat Clohessy and the late Gary Knoke. All have given input supporting my action. Dr. John Daly, perhaps the most credible opinion in Australian athletics today, asked me to consider Kelvin as a Jumps coach but agreed entirely with me that due to his divisiveness he should not continue as Head Coach, AIS. Giles' statement that I have not consulted with expert opinion around Australia is a delusion.

10. Giles: He criticized my lack of cohesion and mumbled about the future of Australian Athletics.

My response: This statement is nonsense. The future of the AAU-AIS Liaison Committee is now healthy with his removal.

11. Giles: He couldn't understand the "philosophic differences" criticism, maintaining that he'd never discussed this with me.

My response: Initially Giles on ABC neglected to report the very important January meeting I had with him. It was at this meeting that we spoke at length and seriously, about his ego and the problems he had cohesing with the AAU and many coaches around Australia. He sought my counsel at this time and afterwards mentioned his contract, which terminated in February 1985. I expressed confidence in his technical ability as a coach but concern at the lack of good relations AIS had with AAU at that time. I later flew to Melbourne for an all day meeting with members of the Liaison Committee expressly to discuss Giles. Graham Briggs, Wendy Eye and Rick Pannell attended that meeting. All expressed dissatisfaction with the consistency of Giles' actions in promoting the AIS -- he would promise cooperation and then on the same day assert his right to act independently should he so desire. In anticipation of this meeting I gave Kelvin some strong advice on the need to improve relationships. Other contacts occurring with Giles since that time were:

- a. *the exchange of letters over the Gary Knoke affair;*
- b. *a phone call from Giles to Boston seeking counsel as a result of these letters;*
- c. *a discussion in early May about his evaluation procedures;*
- d. *a conference with him in Los Angeles;*

e. the discussion of 14 September and a subsequent conference following his severance date.

These contacts were all conducted in a frank manner without rancour and with the utmost consideration for his position and his professional pride.

12. Giles: He criticized my procedures of "dismissal."

From June to September, 1984, he had been inundated with non-renewal rumours. He dismissed them due to my lack of experience. The rumours persisted with a more "sinister tone," distressing his athletes and himself. He mentioned our Los Angeles meeting, and confirmed that evaluation had not yet been made. He stated that certain AAU members had heard me say that Cheffers was getting "rid of me" and used this as the basis for saying that I had misled him. He then said certainly that I had informed the AIS board of management of a final decision, prior to my return from overseas. He had been appalled by such behaviour.

My response: The melodrama of Mr. Giles opinion development is evident in the use of words such as: inundated, sinister, appalling, unpalatable and devastated. Constantly we have had to address this excessive ego defense mechanism, which has made perspective difficult. In conversations and in contact with the media he mostly contains himself, but in written word or in personal descriptions his conversation flip-flops from one extreme to the other. If rumours developed it is because of leakages during my consulting process, leakages which I regret but which have been solely misinterpreted by Mr. Giles.

I was still considering my final decision when I spoke to Mr. Giles in August in Los Angeles. At the August meeting of the Board you (the board) will recall I had made up my mind that he should not continue as Head Coach but that if I could see coaching genius in Kelvin Giles, I would retain him regardless of that criticism obtained around the countryside. It was after reflection on Los Angeles that I decided that genius was not in evidence. Giles' choice of words, "getting rid of him," is his own.

13. Giles: He deplored the rumour problem, stating that I had thought that Ken Lorraway was on drugs. He rued this rumour. I want to quote his position on drugs as at the twelfth of the tenth, 84 (12/10/84). The reader will note that this is not a press statement, but a private communication to responsible people. "My position on drugs in sport is clear . . . I re-emphasize, at this time, that banned drugs are not used in the track and field program at the Institute. The knowledge of the

coaching staff on this area is used to help overcome the problem of drugs in sport, not perpetuate it."

My response: I have never alleged that Ken Lorraway was on drugs and while it is clear that Giles' public opinion was anti-drug I refer Board Members to Dr. Ken Fitch and Dr. Brian Sando, medicos at the recent 1984 Olympic Games, for more definitive description in this area. Indeed, Dr. Fitch urged me to fire Giles because of his medicinal indiscretions with his athletes. I had not taken this matter further because it obviously involves the athletes and would result in much confusion in the public mind. In view of Giles' wild assertions in this matter it might be interesting to follow through and substantiate some of these rumours. However, to this date I have refused to do so.*

14. Giles: My comments on ABC radio about the first meeting and his unsureness of whether to renegotiate a contract he "categorically" denies.

My response: Kelvin Giles is not telling the truth on this matter. Although private conversations are difficult to substantiate I refer Board Members to the story I related to Board Chairman, Kevan Gosper when he visited two days after Kelvin Giles had his first formal interview with me. (My diary recalls Giles met with me for one hour at 2 pm on Wednesday 4 January, and Kevan Gosper visited for the morning of Friday 6 January.) The very first words that Kelvin Giles uttered when he entered the room were, paraphrased: "I don't know that I want to renegotiate a new contract with the AIS next year. Things are so bad around here." I looked at him and said, "What is it like living in Hall?" He looked surprised, went silent then answered my question. We conversed for some time about Hall as a residence and then went on to discuss other matters. It was obvious at that time he ¹was already concerned about his ebbing contract. I discussed my evaluation procedures with him at the end of that conversation. It was then that I told him that my only concerns with him were relations with the AAU and the Australian coaching fraternity. He assured me that the new AAU-AIS Liaison Committee would resolve that problem. Sincerely I expressed my hope that it would and told him to get on with the job and not to worry about his evaluation at that time.

¹ *Mr Giles was later implicated in at least condoning, if not advising, his athletes in the usefulness of anabolic steroids. No. 10.59, Page 440, Drugs in Sport, Interim Report of the Senate Standing Committee on Environment, Recreation and the Arts -- Ms. Sue Howland (Javelin Thrower) to the Committee, "I'd bought the bottle of Andriol (a steroid) in September 1985 in Seoul with Kelvin [Giles] as he said it 'was really good for going close to testing.'"

15. Giles: He claimed that I had said of him in the press release "that the decision for the non-renewal of the contract was mine. It is deplorable that I had to request a change to an inaccurate press statement."

(The press release is included in the Appendices.)

My response: Our initial release statement on the non contract renewal of Kelvin Giles was low keyed, providing him with the opportunity of walking away with his head held high. At that time, however, Giles was obsessed with personal blame and insisted that we rewrite it. I quote:

"Kelvin Giles, the Head Track and Field Coach at the Australian Institute of Sport, will not be renewing his contract at the Institute after it expires at the end of February 1985."

Two more sentences then detailed his work over the past 21/2 years and expressed gratitude to him for his efforts. I believed these words were sufficiently innocuous to defuse controversy and gave him the latitude to pursue another career with dignity and professional endeavour.

16. Giles: He claimed that AIS athletics would now be "severely curtailed ... divorcing certain athletes from their personal coach without even the courtesy of consultation with them." He then spoke of requesting an assistant coach position, and inferred that I was out to destroy a "personal working relationship."

My response: For Giles to state that the development of many of the nation's leading athletes would be severely curtailed was again delusion. He was really close to only three athletes while at the Institute and no one expected that closeness to be abandoned. Giles was deceiving himself that he was indispensable or that anybody was trying to destroy his relationship with the athletes.

17. He instanced his "high success rate in 3 1/2 years."

- 3 Commonwealth Games finalists
- 2 Commonwealth Games silver medals
- 2 World Championships finalists
- 2 Olympic finalists
- 6 Australian records
- 7 National Championships
- 3 athletes ranked in World Top 10

He stated that somehow these achievements were made to appear to be less than the credentials of his replacement and formed the following conclusion.

"This action wrongly devalues my professional standing both in this nation and overseas, severely and unjustifiably restricting, if not completely destroying my coaching career. This kind of action is usually the result of consistent incompetence or misconduct. This is not so in my case." He had formed this opinion based on the assumption that my (Cheffers) personal assessment "leads observers to the inevitable conclusion that I (Giles) am of less professional value than the person replacing me."

18. I was accused of assuming the full authority for making coaching appointments, that thorough technical assessments had not been made, and that the AAU coaches' coordinating committee was not involved.
19. He invited readers to contact overseas elite athletes for personal reference. He mentioned four U.S. and four U.K. athletes, all of whom have excellent credentials.
20. His statements however were not an attempt to regain his former position, rather his professional credibility.

My note to file, which was made available for Board members to read, answered each of Mr. Giles' accusations fully.

I did not circularize Board members, as it was apparent that leakages were already appearing. After consultation with Kevan Gosper and John Bloomfield it was agreed that the issue should be defused.

My response is presented to clarify Mr. Giles' incredible accusations.

Another letter reiterating these points was sent by Mr. Giles' three athletes. This also was sent secretly to Board members.

My response, again in a note to file form, was communicated to Board members.

More will be said of the Giles matter in succeeding chapters. It is sufficient for the reader to note, Dr. Silber, that Mr. Giles had now escalated his non-renewal into a "drastic," "appalling," "unprofessional," "uncohesive" public brawl. He continued to hang around the Institute in one form or another for a number of weeks, using the telephones, visiting the sport science teaching and sports medicine facilities and working out in the weight room. He accused me of not letting his athletes remain a part of the Institute yet be coached by him. I gave the athletes a choice; they could remain and be coached by our professional staff or they could leave the Institute but continue to train there and use the facilities, even sport medicine support services, and be trained by Giles. He was not

banned from the AIS, even though his behaviour was at times exceedingly unprofessional. One such letter supports this view.

On 1/3/85 I received a note from a responsible administrator in the sports medicine area which said, "There have been problems in the past when Kelvin, with his athletes, expected to be treated by the doctor and physiotherapy without prior appointments and at times this occurred at the busiest period of the day." I responded to one of the many letters of support from a veteran and successful Australian coach, Jack Pross, thus: "Thank you, Jack, for your note. It will take a great deal more than Kelvin Giles to upset my sense of humour. Thanks also for volunteering your help for the satellite coaching programme. I will get back to you shortly." By the 15th of October, we had announced our appointment of a new coach, so I wrote to Kelvin asking him to comply with the conditions he had agreed to on vacating his position. The press, led by his constant apologist, Mike Hurst of the Sydney Daily Telegraph tabloid, subjected me to considerable bombardment. Here are some of the headlines:

- "Head Coach Sacking Stirs Athletes"
- "Top Athletes Walk Out After AIS Row" "Giles Is Told He's Out"
- "No Renewal For Coach's Contract"
- "Top AIS Coach Replaced"
- "Athletes Question Sacking"
- "Athletes Win Concessions"
- "AIS Bends On Outside Coaches"

These headlines, not unexpected in the tabloids, were frequently misinformed, sensational and misleading. At no stage had we told Kelvin that he could not train his athletes at the Institute, and I made sure he was given clear instructions that his athletes could continue to work with him using the facilities. What I did say to him is that no coach, especially a new coach under these circumstances, would tolerate a departing coach calling the tune from the front pages of the tabloids or from rumours in the locker rooms, both methods of which were in ready evidence. Mr. Hurst, whom I will discuss later in this document, was nominated by his editor as Australia's leading athletics writer. His interest cannot be denied, although his judgment in his use of the pen at that time I frequently Questioned.

Some examples from the year 1984, in the pre-Olympic sessions, are quoted:

"Englishmen put spark in athletics (of Giles 5/6/84).

Mike Hurst talks to the man who is 'demystifying' the Australian Institute of Sport."

"Aussies Could Rival the Best";

"Vanessa Beats World High Jump Champion" "L.A. Warning for Our Athletes" (26/5/84); "Garnes Standard Out of Our Reach" (9/2/84);

"Japanese Success Prompts Giles to Battle On" (January, 1985)

"Here, AAU Executive Director Rich Pannell said 'Kelvin didn't like the system in Australia. He couldn't change it so he just bypassed it.'"

It is that single-minded commitment to his athletes, which ironically cost Giles his job at the AIS.

These comments concluded an article that started with the statement:

"Giles, 37, the former head athletics coach at the Australian Institute of Sport, was due to leave for London on Tuesday, where he planned to pick up the threads of his career coaching at the highest level."

Kelvin Giles did not return to England or to the United States where Mr. Hurst intimated luring jobs lay in store for him. Constantly, through a small avenue of press supporters, Kelvin Giles wore his emotions on his sleeves. He was a constant critic of the Institute of Sport. His private comments at the time, were vengeful and vindictive. I was called a "charlatan," "an incompetent," and a "buffoon." Throughout this episode, however, I wish to reiterate that my decision not to renew his contract was based purely on an informed judgement about his leadership powers and serious philosophical differences over his concepts of what makes a champion athlete and what does not. His athletes had accomplished commendable results, mostly in smaller competitions. Their efforts at world championships and Olympic Games prior to his non-renewal and later at the 1986 Commonwealth Games, were exceedingly disappointing. This is all the more a tragedy because two of them, Ken and Robyn Lorraway, had performed brilliantly at the 1982 Commonwealth Games. Although receiving silver medals, their performances were thoroughly worthy. It was this knowledge which delayed my decision to not renew Kelvin Giles' contract. I had to be sure that Kelvin was not the right man to lead Australian athletics into the 90s. Today, with the hindsight of subsequent events, my judgement at that time is fully vindicated. I will continue the saga of his receipts story later in this book.

The Replacement

Mercifully, following the bitter rancour of the Giles affair, the Press did not follow the search for a new head coach with equal bile.

Indeed, I was left alone during the delicate moments of negotiation. There were three coaches in mind; first, David Hemery, the British gold medallist, who had impressed everybody with his performances during an Australian tour in May of 1984. David had been the highly successful Boston University coach for five years, during which time he promoted the university's team from an "also-ran" status to one of the finest combinations in the country. Several of Boston University's athletes later made Olympic finals, perhaps the most significant of these being Nick Saunders, a lad from Bermuda, who cleared 7' 9" in the high jump, and placed third in the world games in

Rome in 1987. But David was unprocurable. His young wife had settled in the rolling hills of Wiltshire and took the great Hemery with her. So David was never a serious contender.

Another longshot I entertained dearly was to lure the brilliant Ray Weinberg from the depths of retirement and private industry in Melbourne, back into frontline sport. Ray would have been the answer to athletic mentoring at the Institute of Sport and in Australia at large. A finalist in the high hurdles at Helsinki in 1952, Ray had been Australia's finest hurdler for many years. His 14 seconds flat for the hurdles on soft cinders in the early 50s was one of the best Australian performances of all time. He was an excellent all-around athlete and a very shrewd judge of fitness and technique needs in the running and jumping events. He might have shaken a bronze medal in 1956, on times, on his own turf, but for a severe eye injury that put paid to his competitive career in 1955. It was a tragedy for Ray and for Australia. Ray continued a strong interest in track and field until the late 60s, when he was appointed head coach of the Olympic team for Mexico City. The team was the best performed Australian team ever to leave Australian shores before or since. Arriving in the 7,000 foot atmosphere of this teeming Central American city four weeks before the Games were due to start this team thrived on the pre-Olympic preparations. Ray spearheaded a coaching team, which then proceeded to develop the athletes, young and old, to peak performance.

The veteran Franz Stampfl came with Ralph Doubell. The eminently successful Shirley Strickland coached some of the sprinters and hurdlers. I was fortunate enough to be invited aboard to mentor the final efforts of my athlete, Jean Roberts, and other Australian coaches' protégés of Laurie Peckham (high jump) and Phil May (triple jump). The team performed gloriously. Doubell equalled the world record and defeated the Kenyans for the 800- meters gold. Two magnificent women Maureen Caird and Pam Kilbourne, both benefiting from final preparations of Ray and Shirley, finished first and second in the women's 80 meter hurdles.

Peter Norman shocked the world when he finished like a tornado, to separate Tommy Smith and John Carlos for a silver medal in the men's 200 meters. No Australian had run so fast. His time -- 20 seconds flat -- was five yards faster than anything he could muster in Australia. The rarefied atmosphere of the Olympic city may have been one reason; important also was the new tartan surface, which gave firm purchase to the strong ankles of this great Melbourne sprinter, but more important, was the camaraderie that existed in the entire team.

A 17-year-old, brilliant youngster from Melbourne, Raelene Boyle, notched a silver in the women's 200 meters, and finished a nipple out of placing in the women's 100 meters. I'd like to take the credit for Raelene's performances, but I was about fifth in line in Mexico City. The team spirit, the final coaching of Ray and Shirley, and the support services she received, were the important factors. Tutored by her father in the Coburg Women's Harriers in Melbourne, she had shown great promise as a youngster. I had coached the same team since my accident in 1956, so I was privileged to witness

Raelene's progress. We were, and still are, good friends. My one claim to fame in her magnificent Mexican performance, was the refusal to give her a cuddle after the 100 meter fourth placing. Ray and I were so damned annoyed that she had looked across at the opposition with 10 yards to go, losing balance momentarily and probably a silver medal, that we decided firmness would supersede friendliness in the post-session analysis. Her 200 meter run was marked with blinkered eyes down the entire stretch of the straight, so perhaps we made our point. Four years later Raelene was out nipped again in both the 100 and 200 meters in Munich by the steroid-laden East German sprinters. Again she won silver medals. Australians figured in most finals in Mexico City.

Jean Roberts, the smallest finalist ever in the women's discus, was so keen to succeed that she threw her discus as hard as anyone ever has, underground. Jean depended upon speed and it poured rain during both the men's and women's discus finals in Mexico.

Lawrie Peckham jumped beautifully to finish eighth in the men's high jump. But the unlucky story belongs to Phil May in the triple. Phil equalled the world record with his second jump, yet finished fifth overall. He had slightly injured his ankle during that momentous second jump, which unfortunately stopped him from further improvement.

Our long jumper, Alan Crawford, also jumped magnificently for a high 26-foot plus performance, but his effort was completely overshadowed when a young, shy, spring-heeled American jumped 8.90 meters or 29' 2" to antique the old record and all of the digits in the 28-foot mark at the same time. It was one of those magic moments in the world of sport.

I recount these magnificent performances to show the reader how important Ray Weinberg had been to Australian athletics. His managerial expertise ensured happy teams, and he had the knack of helping the young people reach peak performance at the right time. I wanted Ray and courted him openly. John Brown also helped:

(Letter to Ray Weinberg from Minister John Brown)

Dear Dr. Weinberg,

I am writing hoping you will accept the coaching leadership position offered by the Australian Institute of Sport.

The Government is most enthusiastic about the mission of our Sports Institute and keen to support its objectives. This means securing the finest talent and the keenest and most perceptive coaches available.

I am told that you have been asked to guide our athletics program through the next four years, a vital time of rebuilding and redefinition.

I have always enjoyed your thoughtful and insightful commentary on the television in past Olympics and support the notion that prominent Australians be offered our head coaching positions.

You certainly meet the rigorous criteria we have set for this appointment.

The benefits and values of the Institute do not need to be extolled to a sports lover like yourself, but the vision and the great drama of the future needs the very best players.

I hope you will join us. Please do not hesitate to call me if you have any queries.

I know the Institute senior management is very keen to have you as part of their team.

Yours sincerely,

John Brown

Ray and his wife, Shirley, visited the Institute, expressing gratitude and genuine interest. It is hard, however, to get a successful businessman, aged 60, to drop \$20,000 in salary, shift house, and begin a new career in the hybrid atmosphere of the Australian capital. Frankly, our efforts fell a mite short.

Our remaining choice of front-line candidates was a more practical venture. Tony Rice, highly respected state coach for New South Wales, expressed interest from the first invitation. A former school teacher in Great Britain with an abiding love for athletics, Tony had handled a delicate situation in New South Wales with care and success. Some felt that he was a better developmental than elite coach, but this remained to be tested. From my earlier contacts with Tony, and the advice of good judges, I determined that he would overcome this potential problem quickly. His selection was applauded by the entire Australian athletic community. Tony went on to assist Peter Beames in the Triple Jump, and Michele Boegman in the women's Long Jump to brilliant performances and medals in subsequent games. His efforts with the young Victorian Long Jumper, David Culbert, were also exemplary. Tony knew that whomever replaced Kelvin Giles would be subjected to the mortar batteries from selected directions, and he was. The way he handled the task earned universal respect. We were very happy to appoint Tony Rice to head up Australian Institute of Sport athletic future for as long as he wanted the job. Tony has since moved to Western Australia to work with the West Australian Athletics Association as Executive Director and Coaching Director. A position supported by the popular sports commentator and hopeless enthusiast, Wally Foreman. In more recent days he has acceded to the National Sports Foundation coaching position sponsored by the public minded Rothmans company. You can tell from my language that I was enthusiastic about Tony Rice. His three years at the AIS were building years and very important in

developing interface with the Australian athletic community, the Athletic Union, satellite coaches and the press. Tony's great personal characteristic of sincerity was critically important in this enterprise.

The Media

Juicy things were happening at the Institute of Sport, so the ink flowed freely. Mostly, the reporting was sound, accurate and encouraging. Sometimes our media bards were a trifle over-enthusiastic. Although well-intentioned, the generous use of superlatives did mislead the Australian people on the genuine rankings of Australian athletes. One cannot compare the generous results of a minor meet in Japan with the windy statistics of a world championship in Helsinki or Philadelphia or Rome, let alone Moscow and Nairobi.

Our media, especially the Sydney delegation, were preoccupied with rankings. Peter Stone and Ron Reed visited from the Melbourne Herald as did the mercurial Judy Joy Davies, from the Melbourne Sun. A bronze medallist in Olympic swimming in 1948, Judy had developed an impressive second career with the pen. It mattered not whether the subject was athletics or swimming or any of the women's sports, Judy could be relied upon to cover the events with humour and occasional controversy. I found her delightfully frank and passionate about Australian sport, the way a journalist should be. When you committed an error, you would cop both barrels from her; when you staggered under a heavy load, she was sympathetic; when you were courageous, she was full of praise; and when you brought matters to success, she was accurate in analysis.

The same could be said for Peter Stone and Ron Reed. The grand old man of the Australian sporting press, however, was Jim Webster of the Sydney Morning Herald. Never a stray word escaped this man's pen. When analysing he was lethally accurate and when in support, generous and valid. Jim Webster worked so hard and so long that even the "goons" in the Tabloids respected him. Other strong journalists like Ron Carter of the Melbourne Age, Lawry Cavanaugh of the Brisbane Courier Mail. John Hourigan of the Canberra Times Geoff Marsh in Perth, Geoff Kingston in Adelaide, David Stockdale in Hobart and a number of T.V. people were also prominent in covering Institute affairs, especially Robin Poke of the Canberra station.

Without a doubt, though I pay respect to Ron Casey of Channel 7 in Melbourne as the finest single media influence in Australian sport from 1950 to current times. Many other excellent commentators have also contributed: Robin Poke and Peter Cumminskey of Capital 7 in Canberra, Tony Charlton of Channel 9 in Melbourne, Max Walker of Channel 9 in Sydney, and Gary Wilkinson of Channel 7 in Sydney and Radio John Waters of Melbourne, 3AK, are a few names that come quickly to mind.

Of course, one could not finish even a brief commentary on the Australian sporting television scene without warm reference to the silliest, funniest, most enjoyable of koala bear lookalikes than Lou Richards. Lou has surprised even his friends, let alone his three critics (in all Australia) with his insightfulness in matters away from Australian football,

evidencing yet again the claim of wise men and women that bright people are bright, even when removed from the all-purveying scene of that initial brightness.

Delicate Matters

Judy Maxted had won the original contract to market the Institute. An enterprising woman, Judy had been initially successful in a number of areas and her list of supporters grew quickly. It became evident, however, that we should now be responsible for our own marketing thrust. We had established a P.R. and Marketing department, so delegation was frankly less defensible financially, and represented unneeded complexity of transaction. I deliberated long over the terminating letter to Judy of October, 1984.

Another delicate matter included relations with former ministers of sport. You can imagine my delight when Tom Mc Veigh wrote to me on the 6th of September 1984, in the following vein:



PARLIAMENT OF AUSTRALIA
HOUSE OF REPRESENTATIVES

OFFICE OF THE HON. TOM McVEIGH, M.P.
MEMBER FOR DARLING DOWNS
OPPOSITION SPOKESMAN FOR PRIMARY INDUSTRY

1ST FLOOR, C.M.L. BUILDING
188 MARGARET STREET
P.O. BOX 777
TODOWOOMBA, QLD 4350
TEL (078) 32 4144, 32 4804

6 September 1984

3-57-B

Dr John Cheffers
Executive Director
Australian Institute of Sport
P O Box 176
BELCONNEN ACT 2616

Dear Dr Cheffers,

On Saturday morning August 25th, my wife and I and others were delayed at Canberra Airport due to operational difficulties with T.A.A. Anyone caught in such circumstances knows the pressures such delays cause. Human behaviour has many ways of reacting.

Waiting to board the same plane was a group of young people who obviously, by their dress, belonged to some sporting group. My wife and I became captivated by their very courteous and gentle behaviour. Without appearing to be disciplined, they were very happy and extremely well mannered. It was great and richly rewarding to note the tone of conversation and concern expressed by families and friends. Well mannered, beautifully spoken and tidily dressed, they created an enormous impression. It is most pleasing when people teach by the greatest teacher of all - good example.

I made discreet enquiries and was advised that the team was gymnasts from the Australian Institute of Sport, accompanied by some Managers. Needless to say, I was overcome with gladness. To realise that the students from an Institute for which I have a great deal of fondness and many happy memories were not only top class athletes, but also great ambassadors made me feel both humble and proud. I was doubly proud to note that the high standard of behaviour they set at the airport continued on the flight to Sydney and Brisbane.

I thought twice about writing - after all, I could be accused of bias. But I do want to convey praise to you all. Praise for a job well done should be readily forthcoming and should be generous. It gives encouragement to those who are recipients and also develops generosity in the giver. Both are traits we should all aim for.

Would you please convey my sincere sentiments to all?

Well done gymnasts; well done all.

Tom McVeigh

JOHN CHEFFERS' RESPONSE



Australian Institute of Sport

Dr John Cheffers
Executive Director

National Indoor Sports Centre
Leverrier Street Bruce
P.O. Box 176
Belconnen, A.C.T. 2616
Telephone: (062) 52 4235

12 September 1984

3-57C

Hon I McVeigh, MP
Member for Darling Downs
PO Box 777
TOOWOOMBA QLD 4350

Dear Tom

Thank you very much for your kind letter on the behaviour of our gymnasts and their mentors. It is particularly pleasing to receive unsolicited praise from a source which could only be described as prominent to those familiar with the Australian way of life.

Thank you too, for the work you have done for the Institute in the past. Your commitment has been one of the pillars on which the Australian Institute of Sport has been constructed and we know that we have your continued support in Opposition.

I agree with you that good example is the greatest teacher of all. I will certainly pass on your sentiments to all members of the Institute.

Thoroughly enjoyed our conversation on the plane the other morning and hope that you will visit us again sometime in the near future.

Sincere regards

Dr John Cheffers

Bruce MacDonald, the permanent Secretary of Sport, Recreation and Tourism, was active at this time. He had returned from the longest trip taken by an Australian bureaucrat yet recorded in the fall of 84 with a plan for the future of Australian sport. It was called the "Interdepartmental Committee Review of Objectives, Strategies and Future Development." Included in this review, which became known as the JDC Report, were all of the departments with whom the Institute nudged in its operations. It was a commendable attempt to redirect the Institute into what the government considered were

more responsible and controllable lines. And it was sincere. Everybody, however, warned me of its suspected intent -- control. Let me rely upon others to make the point. Firstly, the Institute had only consulting rights in the formulation of this report. A note of 17 July 1984 to me from Paul Brettell alerts the reader to some of the problems.

"Letter from Bruce McDonald to Kevan Gosper . . . on the IDC Report . . . reflects Bruce's intention to always have the final say."

"The basic problem of who runs the Institute, who determines policy, and where the responsibility rests for tackling major issues continues to be somewhat blurred. We seem to spend more of our time talking to various departments about matters which I believe they should 'buy out of. How we get them to do this, of course, is the difficulty." (P. Brettell, Correspondence Spring, 1984).

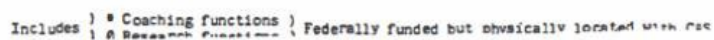
Every letter from Bruce McDonald was lengthy, laden with references and heavily labelled CONFIDENTIAL. The diagram on the next page, which was attached in one of his letters, clearly points to the sliding importance of the Institute in the mind of this chief bureaucrat. In a letter to Graham Dempster, first assistant secretary, Paul Brettell says,

"You say in your letter that it is for Government to decide the parameters in which it wants the AIS to work. Obviously, I have no disagreement with this, only to comment that the AIS views should be clearly in front of Government and be reflected accurately. For example, the AIS has continually said that we should manage facilities (and the Minister has concurred that 'principal users should manage') yet the latest redraft of the National Sport Center (NSC) Concept paper still only talks about 'the AIS' full priority for training facilities' --somewhat of a difference!"

Paul continued with the most serious objection that could be sustained about the proposed changes, that of the AIS objectives. He called the proposed objectives too restrictive, and questioned the ability of some of the framers to so perform.

"Hence objectives were devised partly on the basis of compromises and partly on the basis of keeping the lid on the AIS because of its ad hoc development (which I continue to disagree with)."

The continual reference to ad hoc development reflects departmental paranoia with flexibility of approach to problems outside the control of the Australian government, e.g. like beating the East Germans.



On the question of sport science research, the IDC thinking was entirely derelict, not even referred to seriously in the developing report. Brettell again:

"John Cheffers has argued strongly, and on this the AIS Board supports him, that the AIS has a real function in the research area. This is not covered in the objectives and I will leave this to Dr. Cheffers to take-up on his return." The draft, distributed earlier, had the AIS responsible "to develop, encourage and provide opportunities for the education of coaches." A later draft reduced this responsibility to "play a part in efforts to develop, encourage and provide opportunities for elite level coaches."

One can easily see from these objections the insidious machinations of the bureaucrats at work, establishing control, control and more control.

These objections were just a few of the many presented to me by middle Institute management on my return from the 84 Olympics. And I point out, Dr. Silber, that these are the concerns expressed most courageously by career bureaucrats, not so-called "wild men" injected in from the world of commercial enterprise, or, worse still, an unbridled academe. The struggle over the IDC Report continued with us for almost a year. Finally, it was consigned to the archival shelves where so many flawed reports gather dust in the governing mechanisms of the world's nations.

I was asked also to examine earlier attempts at marshalling government support for elite sport. John Bloomfield in 1973 had presided over a committee that reported on many issues, principal amongst them being the need to establish an Institute of Sport. The report was timely and important. After Ray Weinberg and I had returned from the successful 1968 Olympic Games, we toured Australia, warning against complacency over our excellent results. It was so evident that other countries, especially the Eastern Bloc, were engaged in full-time scientific training of athletes with techniques ranging from the individual test tube to comprehensive governmental support. No longer did the athletes have to line up at the front door of Adidas or Puma or Tiger or Reebok to purchase the latest scientifically designed footwear on the never-never gratuitous bill of fare. Selective charity had now made way for a new industry -- a production line of elite athletes destined to win national fame, international reputation and somehow, somewhere, connection with political regimes. The Australian people nodded wisely, agreed with us, but relegated us to the back burner. After all, these schemes would cost money, were not culturally acceptable, and weren't needed. After all, look at our excellent results in 1968 with the current system. But that was in 1968. Our athletes and swimmers performed creditably again in Munich in 1972, so why press the panic button?

The Bloomfield Report, however, foreshadowed our needs, as did an even more acute official statement of a group led by Dr. Allan Coles in 1975. These reports received little attention, mainly because the Labour Government was sent into purgatory in the May election of the same year. Bob Ellicott in 1979, without being privy to these reports, resurrected the need for a more scientific approach to elite athlete preparation after

visiting the Beijing Institute of Sport in China. It was after this revelation that he discovered the two earlier reports of Bloomfield and Coles. His industry and courage merits him the term "Father of Serious Elite Sports Development in Australia." I played a very small part in the developments of the mid-70s, and not a very friendly part, either. The new Prime Minister, Malcolm Fraser, who had swept to power in 1975 by walking over the bits and pieces of the self-destructed Australian Labour Party, visited Harvard University on his way to the Montreal Olympics in 1976. He was to deliver the one million dollar Australian studies gift to Harvard on the occasion of their 350th anniversary. It was ironical as his embattled predecessor Gough Whitlam had organized the enterprise in the first place. A small number of prominent expatriates working in Boston were invited. We conversed for some time about Australian sport. He was to be present at the first Olympic rendition of "Advanced Australia Fair", the new national anthem, replacing the old British national anthem when victorious Australians mounted the victory dais. I shook my head and doubted any Australians would occupy such a lofty position at these games. It is a dubious privilege to see the most important public official in any country rooted in shocked expression. He was horrified, and immediately accused me of being melodramatic. I assured him I was not and hoped his accusations were accurate, but knew that we were in trouble.

One silver and three bronze was our eventual bag of medals in 1976. It was these impoverished results, which spurred the government to act and I'm sure garnished Fraser's support for the eventual setting up of the AIS. Although unpopular in many ways because of his aloof, personal demeanour and bundled unceremoniously out of office in the fall of 83, Malcolm Fraser must take great credit also for the existence of the AIS. It was his authoritative ruling in the first three years that motivated Cabinet to deliver a working budget, and I'm told on one occasion he was the only Cabinet member supporting a reasonable budget.

A three line letter from Fraser to the Institute management in early 1983 inadvertently caused many problems, however. In paraphrase it stated that he was sure that the rules and regulations of the Public Service would guide most of the decisions in the management of the Institute. On the surface this would appear to be a sensible statement, especially as the government was the overwhelming financial supporter. But this little three liner continued to plague us for many years as we struggled to manage freedom of decision making with wise selection in the years to come. Nobody wished the Institute ill. That must be said. But the vision of many with decision-making powers varied so greatly that unneeded hours were spent in debate and deploy. As already referred to one Board Meeting in October had to be stopped because John Bloomfield objected to not being informed about decisions in progress. He and I had our first public spat at this time. A couple of subterfuges voices from my own management team had telephoned John surreptitiously.

Unfortunately, our interaction deteriorated from this time, directly proportionate with the increase in the slushy insubordination that followed his accession to the Chairmanship in 1985.

CHAPTER 5 Reaching Out

Although there was much excitement generated by the new Institute of Sport, Dr. Silber, one of the sobering factors which recurred time and again at center stage was residual criticism from the States and Regions. It was essential for us to reach out and make contact with vital individuals and organizations in such a way that accurate information was available. This was not an easy task. Sections of the media had discovered by this time that the Institute could easily be scandalized. Australians, already angered by incredibly high personal income taxes were easily drawn to arguments against public spending. By this time, public monies were flowing into the Institute's coffers. Few reports bothered to educate the public on the multitude of problems facing us or upon our achievements. Most reports consisted of quoting anti-Institute grumps. The extent and the vitriol of this reporting surprised me. Today, on reflection, I'm convinced this attitude is not simply one of specific jealousy - rather a continuing commentary on Australian attitudes in general. We do not trust government, preferring to think that most initiatives are politically inspired and many a poll has established disbelief in the Australian media also. Australians, isolated from cross fertilization, which is both a blessing and a curse in Europe, rely upon the public media for most of their education. Yet, at the same time, many Australians distrust this easily prejudiced source. "All I know is what I read in the papers," is a mischievous remark frequently heard from insightful Aussies making the obvious point. Diversified commentary motivated by genuine national interest is precious in any democracy. The Australian media preoccupation with sensationalism has damaged this process, Degeneration especially in the last fifteen years has occurred. To support this criticism, I include a 1989 poll published in the Melbourne Age. It is a reputable group and one of Australia's finest newspapers. The Sydney media, in particular, is rated only fair.

Public Support for Big Business Twice as High as that for Unions by Philip McIntosh

About the poll

Date: 31 July & 2 August 1989

Sample: 900 voters

Coverage: National

Method: Telephone

Question: *I am now going to mention a number of institutions. As I mention each one I would like you to tell me whether you think it is doing: a very good job, a good job, a fair job, a poor job, or a very poor job for the community.*

Results:

The group that is generally more critical of institutions than any other section of the population comprises people aged 55 and over. They are the group most critical of the education system, trade unions and the media.

Support for the media was relatively strong in Melbourne and Brisbane and among young voters. Among those aged 18-24, 44 per cent believe the media are doing a good job, compared with the national total of 35 per cent.

However, the media's performance is rated poorly by Sydneysiders and the tertiary-educated.

Saulwick Age Poll is conducted by Irving Saulwick and Associates, who also hold the copyright.

The AIS's counter active defence to press bagging, therefore, was not simple either. We decided to invite critical press to the Institute to view our functioning first hand. A number of journalists accepted and I believe were positively impressed. The growing physical plant amazed most visitors, especially the press, who sometimes formed erroneous judgments in attempts to score points from ignorant bases. I firmly believe we made more friends than enemies through this practice.

Certain Individuals

Brilliant Sports Sociologist, Geoff Watson, from the University of Western Australia had returned from an extended term of teaching and studying in the United States. He had qualified at the University of Illinois, which at that time was amongst the most prestigious institutions in his specialty, Sociology of Sport. Unusual for this academic breed, Geoff was insightful about cultural problems, but not pessimistic. Unfortunately, Geoff was dying of a rare nerve disorder. With great courage, he continued his research and, amazingly, his writing reflected a clarity of thinking in disproportion to his degenerating bodily functions. We were anxious to preserve his work. The Institute invested \$2,000 in matching funds with the Australian Council of Health, Physical Education and Recreation (ACHPER) to jointly sponsor the publication of his efforts for this enterprise. There was not a discordant voice on the Board or in the sporting community.

David Williams from the University of Queensland and Melbourne University's Alf Lazer, in unrelated letters to Kevan Gosper, urged us to leg-rope the capricious Australian Universities' Sporting Federations. Much to the discomfort even chagrin of Secretary Tony Collins and President David Neilson, intervarsity sporting events were still "a giggle". A sincere handful of permanent spokespeople were anxious to improve matters seeking AIS assistance and team membership for the World University Games and related competitions.

In 1983 in Edmonton, Canada, for instance, financial demands were crippling. Governmental assistance had been given but it was a meagre \$15,000. AIS had paid for its representatives, but the other members were required to raise \$1,700 each to fund

Australia's participation. Alf Lazer indicated that other countries were seriously supporting their athletes in a competition, which ranked second in importance to the Olympic Games. The United States, for instance, had sent a contingent of 300 members to Mexico City in 1979, and 280 to Edmonton in 1983. The presence of the best athletes from the United States and both sides of Europe's Iron Curtain made it essential that we in Australia send our best athletes, not just those who could afford to go. We determined to escalate our support for the struggling University effort.

Another academic from the Canberra College of Advanced Education (CCAEE) distinguished himself as a coach and analyst in the world of cricket. Frank Pyke, exercise physiologist and sports enthusiast, had worked very successfully with our junior cricket team prior to their trip to India and Pakistan. This collaboration took place in Canberra with the support of our National Training Centre Program. I directed Finance Administrator, John Scarano, to send a modest honorarium to Dr. Pyke in recognition. Self-righteous eyebrows were raised by a couple of bureaucrats, but their condition was not contagious, so the matter passed; the redemption was made.

On the international scene good contact was made with John Holt, Secretary of the International Amateur Athletic Federation (IAAF). The celebrated Primo Nebiolo, President of the IAAF, also nudged our elbows with institutional strength. Almost daily now, visitors poured in from international regions. The Koreans were anxious to hold our friendship and iron out the wrinkles for 1988. After Nixon's successful ping-pong diplomacy, China re-entered the world scene and they were making the most of friendly international opportunities. They suggested we swap coaches: their divers and gymnasts for our swimming and tennis mentors. It seemed like a fair swap to me if only I had sufficient excellent specialists lying around awaiting such opportunities.

AIESEP sent its best wishes and kept after to me to continue research in the areas of teaching and coaching. It was during this time that I finished a summary text on this topic in co-authorship with the secretary Maurice Pieron of Liege, Belgium.

We reached out also to important Olympic figures in Australia. The long-serving, gregarious Judy Patching was about to retire as Secretary of the Australian Olympic Federation (AOF). He would continue to administer the Pacific Region for the International Olympic Committee (IOC), but he was about to pass the Australian baton to Phil Coles in Sydney. His farewell gathering was a great affair. They came from near and far. I made sure the Institute was well represented. Peter Bowman's eyes welled with nostalgic tears when the special guests entering the Dining Hall were introduced. First name was dual sprint gold medallist from 1956, Bobby Morrow of Abilene, Texas. Judy's magic starting pistol had sent the magnificent American on his way to 100 metre and 200 metre gold during the Melbourne Games. Morrow looked trim and fit, whilst still sporting his boyish crew cut and charming smile. Brilliant triple gold medal swimmer, Murray Rose, had also made the trip from his permanent United States residence to honour the engaging Australian official. Judy's long time friend President Syd Grange was likewise honoured in Sydney a few months later. Again I made certain the Institute was generously

represented. Some criticism resulted from my decision to pay expenses, but I regret not a single penny spent on this enterprise. TAA (nowadays Australian Airlines) helped by flying the spouses, free of charge, on both occasions. Syd Grange had proven to be one of the wisest of Australia's sporting leaders. Time and again stories have reached my desk eulogizing him for his patience, good sense and positive attitudes especially under difficult circumstances. In 1980 during the all-out brawl of Australia's Moscow Olympic participation, Grange showed maturity and wisdom. Although he had voted not to go to Moscow, he showed strength of integrity in ensuring the affirmative 6-5 vote would be upheld and he accomplished this in the face of sharp countermanding influences from reigning politicians and bureaucrats. In spite of his personal preferences, he honoured the majority opinion. I believe his and similar actions in Great Britain and France saved the situation from permanent injury in a most volatile age. It was a pleasure to attend Syd Grange's testimonial.

I also wrote a congratulatory letter to Bill Hoffmann, General Manager of the Olympic Team. The team in Los Angeles had performed admirably: they deserved the strongest commendation.

It was equally important to reach out in a conceptual sense to individuals close to the Institute. Personnel Director, Joan Faull, was anxious to have one of her staff members evaluated. Peter McDonald was employed as a counsellor assisting the students in all of their non-sport functions. Mrs. Faull was not supportive. I spoke briefly with Mr. McDonald and was convinced that he was sincere. I suggested we look for a number of evaluative criteria and apply these to his efforts before we made any decisions on his suitability for the job. Did he have the respect of the coaches and athletes? Was there dissatisfaction? Did he model industry? Were his qualities suited to the tasks needed? I was anxious not to act precipitously, especially as expert training is needed for these jobs and certain risks are inherent. Mrs. Faull agreed so definitive action on Peter McDonald's position was postponed for at least a year.

The Film of the Institute

Eighteen months prior to my arrival, the Institute had agreed to a film being made. Judy Maxted's promotion company was placed in charge. She had produced a script, which was furnished for our approval. John Purnell was very unhappy with both the script and the production costs. Also, John was anxious that Russell Jordan direct the film. We met in Judy's Melbourne offices to negotiate a peace. Her man was to produce the script and Russell to direct the action. Now it was my turn to be unhappy. The historical beginning to the script was inaccurate and recent accomplishments had to be added. So I, too, took a turn at script writing. Everyone worked industriously. Shooting was done in six days instead of the original 15 days, projected by the commercial firm. A helicopter hovered over the Institute to gain the physical plant shots. This enterprise was not without its humour - the pilot suffered an unwelcome bout of diarrhoea, shortly after filming began. His will power in holding the wheel and his 'wheel' constant is still the subject of energetic and amused discussion amongst Institute veterans. The eventual production of

around 18 minutes minimized cost overrun and was praised all around. The film was constantly shown in schools and clubs and ABC Television ran a two-part series. Negotiations began with a commercial cinema company for general distribution, even the most fastidious Board members were pleased with the results. I am sure that more money and more time would have improved the quality but I'm equally certain that our finished product did us proud and served the purpose. It was a 16-mm production, but size is of no consequence today as technical capacities to transpose are so well advanced.

The Coles Report

A good friend, Dr. Allan Coles, had headed an influential group of Australians in researching and preparing a 1975 report to the Minister of Tourism and Recreation, Mr. Frank Stewart, on the feasibility of establishing a national sports Institute in Australia. Earlier suggestions had come from a committee headed by Mr. Bloomfield. Dr. Coles was supported by Victorian football great Jack Clarke, Dr. Ken Fitch, Olympic medical committee member, Dr. Elaine Murphy, a prominent Victorian academic, Mr. Andrew Dettre, a sports journalist, Rale Rasik, professional soccer coach and two bureaucrats, Hunter Grahame and Geoff Strang. I respected Allan Coles for his experiences in the United States, Canada and Australia, which equipped him for a balanced report. Contacts with other countries and consensus within Australia were features of the group's activities. They argued that sport, fitness, and leisure were essential and that high performance sport could not be separated from sport in general. Existing Australian circumstances were wholly inept. They proposed that an Australian Sports Institute should be established that was semi-autonomous, while broadly seated in ministerial responsibility. The four types of specific functions interested me.

First, coaches, athletes, sports scientists and administrators needed to be prepared - we have only seriously answered the athletes' call in this regard.

Second, research in sports was considered essential. This activity has little occurred. Opposition from the bureaucracy has seriously restricted its effectiveness.

Third, information and documentation must be disseminated as widely as possible. The Institute Resource Centre, although under supported, has performed stalwart service in this regard.

Fourth, the cause of community fitness should be advanced. Apart from some trickledown effect from the promotion of Kellogg's 'Sustain,' this question has yet to be addressed.

When I first received a copy of this report, I made three comments. Its overall objective was well conceived. The Board suffered from under representation and the compelling strategic inclusion of a few well-placed senior executives would have prevented this report being shelved and not acted upon. Bureaucrats and especially politicians are far less casual when dealing with powerful citizens than they are with humble sports enthusiasts. Also, too much was addressed - it is difficult to match sport in

a cultural perspective with the evolution of sports medicine and the preparation of referees. But the thirty recommendations are as important today as they were when the Coles group presented them in 1975.

The Private Sector

The first Board in 1981 set as an objective a one-to-one ratio of financial support; i.e., 50% Government, 50% private industry. How dearly I yearned for this to eventuate. Perhaps, foolishly, I ventured to Paul Brettell in late August, 1984, that if we could not make progress towards this projection, my tenure at the AIS would not be lengthy. "He who pays has the say." and this Australian institution needed equal say from the world of private enterprise as it did from the hosts of bureaucrats that swarmed. My opposition to latter day government action in creating a statutory body of the Institute was seeded in this conviction. Creative solutions are needed on a daily basis and bureaucrats are notorious for lacking creativity. Yet many a bureaucrat has given good support and proven a pillar of strength where daring and support are united with steadiness to benefit the community. In seeking to control Institute affairs through statutory pathways, I believe the current government has made the biggest mistake possible and provided the reason for present day problems. The Institute in 1984 was already far too political. Serious reflection was confused with "two bit swinging" - everybody could be heard from some avenue or another expounding on the Institute, ignorance flowed freely. Too few really influential businessmen occupied the benches of the Board. We needed an annual income of at least \$10 million from private sources.

I wrote to a number of economic giants in Australia who were sympathetic and generally supportive but neglected to join my suggested philanthropic direction. I wanted them to build a \$30 million indoor fieldhouse, a construction that would have given us ample degrees of protection from sun, wind, rain and cold in the preparation of the nation's athletes. Critics have castigated this move saying that it is preposterous, unreal, even fanciful, but Kevan Gosper and John Brown didn't think this way and neither did the NCDC, initially, nor did John Andrews, one of Australia's finest architects in Sydney. On page 163 readers will see the early designs - they are exciting and immensely creative. The Government balked because of the costs, especially as they were copping flak about the new Parliament House but, as I reminded my critics, I will reiterate to you, Dr. Silber, that an indoor fieldhouse, planned as the initial building and costing \$30 million, would have precluded at least two-thirds of the other buildings constructed at a cost of \$60 million. Our indoor fieldhouse would accommodate soccer, netball, basketball, tennis, track, gymnastics and just about everything.

DESIGN AND CONSTRUCTION OF THE AUSTRALIAN INSTITUTE OF SPORT

The most notable feature of the building from the outside is the barrel vaulting which covers the two-storey biomechanics laboratory. This is the laboratory into which athletes can run directly from the throwing area.

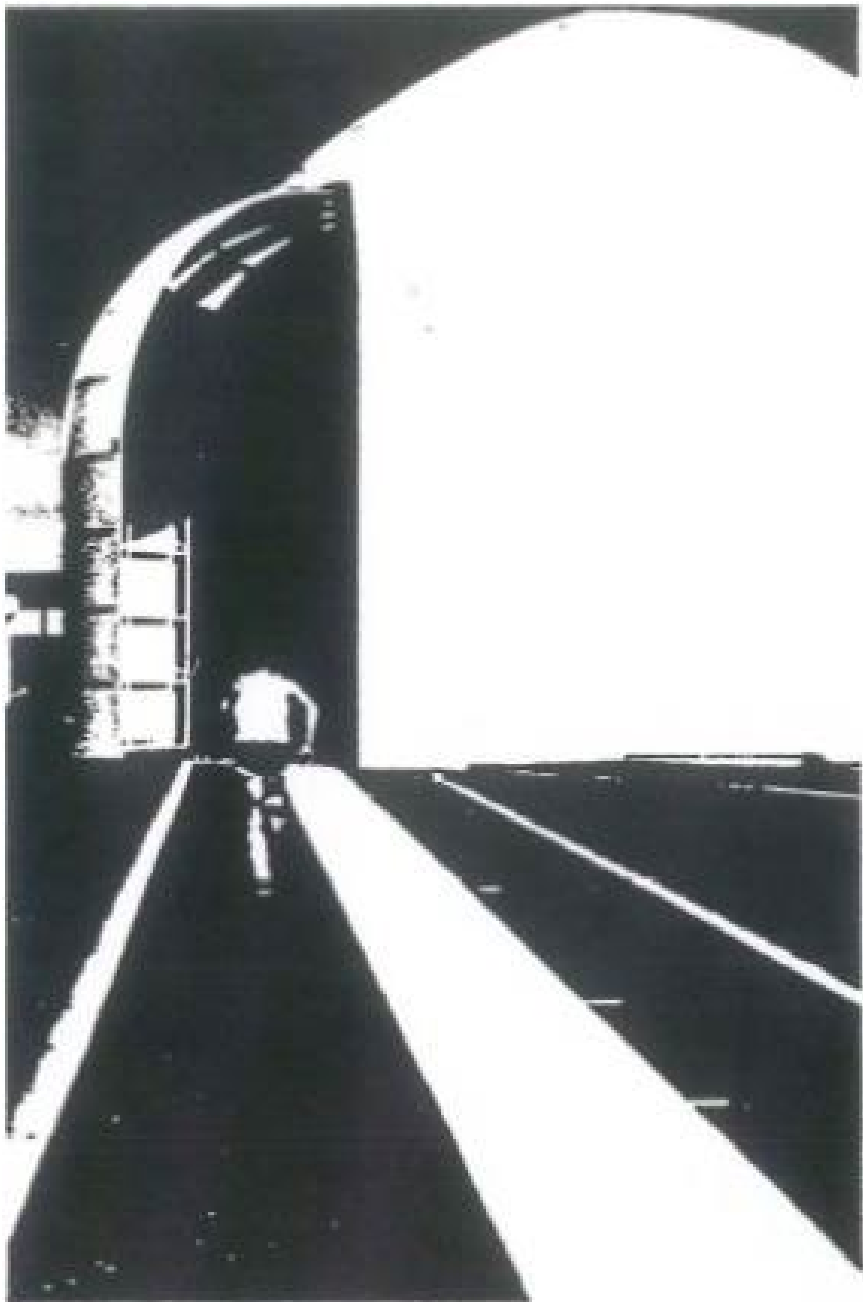


Figure 1 The, half dome at the sport science unit opens up to allow to enter in full speed along a training track.

The most notable feature of the building from the outside is the barrel-vaulting which covers the two-storey biomechanics laboratory. This is the laboratory into which athletes can run directly from the- throwing area.

1984 Financial Report

<u>1984 FINANCIAL REPORT</u>		
	<u>Cash</u>	<u>Kind</u>
Team Sponsors		
Speedo	\$40,686	
Colgate Palmolive	40,656	
Kimberly Clark	37,200	
Allied Grocery Products	33,000	
Qantas	30,000	
T.A.A. (Australian Airlines)	<u>30,000</u>	
	\$211,512	
Team Scholarships		
Monier	6,776	
Riker Laboratories	6,776	
Comalco	5,000	
Rexona	<u>6,000</u>	
	\$24,552	
Endorsements and Suppliers		
Adidas		\$34,500
Boots	1,500	500
Budget Rent a Car System	2,700	
Cooper Tool	2,000	600
Dunlop Footwear	1,500	15,000
Fighting Fit	500	750
Jackel International		4,000
L'Oreal	2,000	
Megavitamins	3,500	1,500
Metsal (Riker Laboratories)		3,000
Mitre Balls (Overseas Indent)	1,100	4,000
Plough	4,000	500
Puma		9,500
Sheer-Eze		6,000
Smith & Nephew		8,000
Speedo		26,500
Sports Car (Halftime and Aircast)		<u>6,500</u>
	\$18,800	\$120,650
Licensing		
Maxi Power	1,300	
Testing	300	
Special Projects		
Shell - Film (approx)	<u>20,000</u>	
	21,600	
Total	\$276,464	

1985 FINANCIAL REPORT

	<u>Cash</u>	<u>Kind</u>
Team Sponsors		
Speedo		
Kimberly Clark	\$40,920	
Qantas	33,000	
T.A.A.	33,000	
Team Scholarships		
Monier		
Comalco		
Rexona	6,000	
Endorsements and Suppliers		
Addidas		\$37,950
Boots	2,000	
Cooper Tool	2,500	
Dunlop Footwear	2,000	16,500
Fighting Fit		750
Jackel International		4,400
L'Oreal		
Megavitamins		1,500
Metsal (Riker Laboratories)	6,000	
Mitre Balls (Overseas Indent)	1,500	6,600
Plough	4,500	
Puma		
Sheer-Eze		9,000
Smith & Nephew	8,000 & 5% rebate	
Sports Care (Halftime and Aircast)		
Special Projects		
Commonwealth Bank -		
Film, Coaching	15,000	
TOTAL		

Sober reflection indeed when one considers the eventual cost of constructing facilities for each of these sports, separately. Had I been at the Institute in '81, I would have pursued this direction. And knowing Australian propensity for emulating and trumping each other, such fieldhouses would have sprung up in each of the states, as well. The model would have been contagious. But, it was not to be - only a handful of Australians had the kind of money needed to reduce government spending on this project to realistic proportions and their fortunes were otherwise determined. Bond defended the America's Cup, Murdoch battled unions at Wapping and plotted his media satellite, Sangster battled the wiles of his wife Susan and struggled with Britain's football pools. But it was worth the chase. New Board member, Peter Montgomery, helped me contact Australia's new banks, in the hope that they might put their sponsorship eggs in to the sporting basket. At least we got their sympathy. The old faithful sponsors, however, continued with us - Budget Rent-A-Car, Speedo, etc., as is set out in the following Financial Report for 1984.

Marketing logos were also presented. The following figure gives our thinking away.

Gil Stone of the Rothmans National Sport Foundation contacted me with tickets to watch the mighty Hawks' (Hawthorn Football Club and 1983 Premiers) battle against Sydney's newest sporting combination - the Swans (relocated from South Melbourne). Australian football is not yet an international sport, although the Gaelic institution and intrepid Victorians are attempting to change this scenario. The game is quite magnificent. It's "keep away" with unique skills such as marking (catching the ball), handballing (punching the ball off one hand with the other), palming (flipping the ball by hitting it with an open hand) and an assortment of kicking, like drop-punting, torpedo punting, drop kicking and the almost (defunct) stab passing and place kicking. It is a game of clash and wile. Aerobic fitness and physical strength are mandatory; courage is revered and the scoring system like basketball, is sufficiently frequent to keep large crowds utterly enthralled. The absence of an 'off-side' rule ensures constant scoring satisfaction. Being brought up on this sporting meal from the time the doctor slapped my bottom, I regarded Australian football, not as a game, or a recreation, or a pastime, but as a religion. So compelling is its influence that the game remains the major attraction in most parts of Australia today.

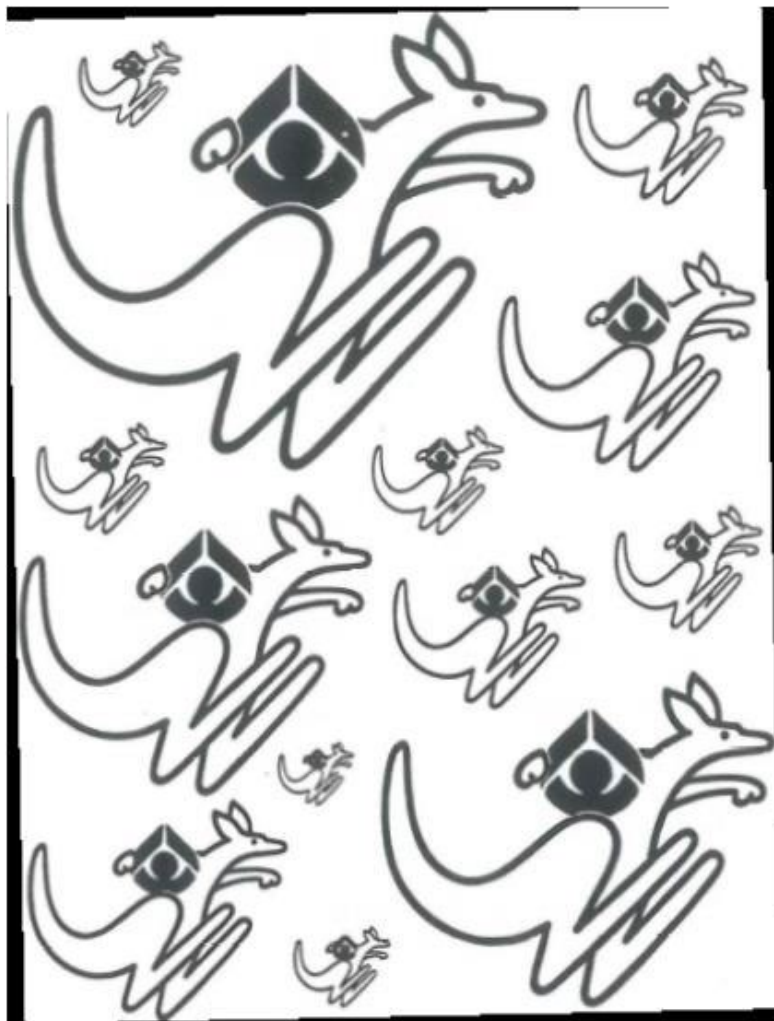


Figure 2 AIS Logo type

I happily accepted Gil Stone's invitation realizing that when I accepted such hospitality it had little to do with the game in hand. Seated in the comfortable boxes of the corporate Sydney Cricket Ground, supping on chicken, lobster and champagne, we discussed the problems of Australian sport. He was interested in resolution and his insights were remarkably sharp. Questions arise like

- Were we supporting too many sports? (105)
- Did we have sufficient coaching talent?
- Were the opportunities for development to intimacy sufficient?
- How can the corporate sector really help? Individual sports or team sports?
- The Olympics or world championship?
- Does Tennis need Olympic entry?
- Will professional Soccer and Basketball enter the Olympic scene?
- What can be done to clean up television, the press?
- How much do we really know about preparation?
- Applied research -how? when? why?
- What ancillary expertise is needed? like psychologists, physicists, physiologists, pedagogues?
- Is the cigarette industry doomed in sporting circles?
- Should Rothmans endow a totally independent Foundation who might in turn thoroughly eschew the provider?
- What do you need, John?

These were simple discussions and I'm sure rare in the dyads that comprised the audience that night - But, they were important. I only wish that my answers that evening were the measure of the quality of questions.

Reaching Out to Korea, 1988

It was evident to me during the Los Angeles Games that a number of our teams were not well-prepared. Olympic development monies were made available by the AOF and some sports used these to condition for upcoming events. But most of our teams prepared from second-hand data and lived from adjustment to adjustment once they arrived on location. Most of our Olympic teams frankly had insufficient time to get ready and many were shocked into unneeded stress just when they should have been settled and confident. I determined that the Institute would help solve this continuing problem as we pointed towards Seoul, Korea, 1988.

As soon as I returned from Los Angeles, I asked Paul Brettell to visit Seoul immediately. He was to gather information on all aspects of planning and conditions for the 1988 Games. And attend the official opening of their beautiful new Olympic stadium. Mr. Brettell visited Korea, 27th of September to 2nd of October. His report, which was shared with all Olympic sports, was thorough and well-received. He talked of Seoul as a city, of food and water conditions, of transportation including buses, subways, taxis, hired

cars and private vehicles, of times and distances for travel to the various venues. He talked of acclimatisation, and carefully reported on weather conditions during his stay. He looked at the facilities and programming, even preparation for language and security. Competition conditions and headquarter facilities were examined. He concluded that there was a determination to make the Games a success and that specific conditions should not prevent our athletes from performing well. He recommended that pre-Olympic visits to Korea and also China, Japan, and Taiwan, in the year before the Games would be helpful. Mr. Brettell was one of the first Australians in his report to foreshadow the industry and thoroughness of the Korean effort. As Paul had held the reigns during my Los Angeles absence and the long interim before I was permanently on site, I felt that he had earned such a trip. To his credit he honoured this confidence.

Reaching Out - Overseas

One of the more fertile areas of criticism and base humour in Canberra is the subject of overseas trips. The Press embarks on obscene hues and cries over this topic. They are called 'junkets', and considered unearned rewards at the expense of the Australian people to the point where suspicion overrules good sense. Senior Public Service and policy regulations, subjected as they are to a militaristic ranking system, permit varying digress of comfort to be experienced during these trips. A department head, for instance, travels first class, stays in 5 star hotels with spouse and generally enjoys every luxury. A division four (4) travels business-class, lives in 4 star hotels and enjoys some luxuries. A grade eleven (1) travels economy, lives in 3 star hotels and is expected to eschew luxuries. A grade five (5) walks to the airport, hangs on to the undercarriage, carries his luggage to the nearest 'Bed & Breakfast' and is expected to write voluminous reports every day. These conditions are "merged as one" in the thinking of the tabloid Press, whose own reporters travel prolifically at any time, provided they return a juicy story.

Overseas travel to the average Australian is the ultimate experience. Young people save furiously usually traveling for an entire year. Youth hostels, bicycles, second class trains and skimpy boats are their means. Meeting these young Australians in the various travel points of the Globe is mostly a pleasant experience. They are always 'broke' and inquisitive, literally drinking in every information available. There are of course a few unwanted and unwelcomed 'Yobbos' - usually found in the taverns of Kings Cross, London, or in the bars across the Strand from Australia House - but most Aussies travel well and are enjoyed fully by their various hosts. Envy is the invidious by-product of this system. The Press prays upon this human weakness, realizing that the term 'overseas junket' and accompanying descriptive passages are consumed eagerly by the Australian reading public. Some Australians take advantage of trip offers, but most do not. I certainly was aware of this feeling, but was determined not to waste these investments, which were absolutely necessary in developing the personnel and programs, let alone the philosophic directions of the Institute of Sport.

For three weeks in December 1984, I visited London, Boston, and Atlantic City, New Jersey. In London I conferred with the IAAF, the British Amateur Athletic Board, the Physical Education Association, AIESEP and spoke with two prospective Sports Scientists whose interest I wished to retain for possible future employment. I doubt I had a moment to scratch myself. In Boston, I met with three potential program boosters. One was connected with executive fitness, a plan which must eventually materialize at the Bruce Complex, especially with the industrial park growing on the opposite acreage. The second part was the competing computer companies for the supply of our main frame. The third was an academic whose generosity has already enriched our Resource Centre. But my main intention in Boston was to talk to Heather McKay, an Australian who had become the world's greatest woman squash player. We wanted her to join an equally famous male Australian squash player, Geoffrey Hunt, in coaching our Squash teams. I found Heather to be a thoroughly decent, honest Australian, anxious to help. Eventually she agreed, although sacrifices had to be made. The signing of Heather McKay alone made the entire trip successful - upon hearing this news the following January the Board agreed.

My trip to Atlantic City was also prestigious for the Institute of Sport. I'd been invited several months before to be the main speaker at the United States Annual Coaches' Conference. I talked a lot about the Institute on this occasion and enjoyed traversing the boardwalks in earnest conversation with a number of United States coaches and administrators. It was during one such promenade that I convinced Leroy Walker - the most famous of United States coach administrators into staying a few extra days in Australia after the forthcoming 1985 World Cup and to lecture to young Australian teachers on the intricacies of Field and Track.

I'd stopped in Greece on the way to London for a day to experience a morsel of athletic history where I walked the original marathon that Phiedipides was reported to have travelled to carry the good news of Persian defeat to the Athenian capital. It was a little over 26 miles in distance and I am happy to report, although probably in much the same condition as Phiedipides, I did not suffer his grisly fate that December.

The outreach on this occasion was important to Australian Sport and the Institute, in particular.

The November Board Meeting

Typically, the Board of Management of the Institute met for two days on six occasions each year. The November 28, 1984, agenda read as follows:

AUSTRALIAN INSTITUTE OF SPORT BOARD OF MANAGEMENT MEETING 28 NOVEMBER 1984

MELBOURNE

AGENDA

- 1) Welcome and Apologies
- 2) Confirmation of Minutes
- 3) Matters arising from the minutes
 - a) Annual Report
 - b) Opening of New Facilities
 - c) Recognition for Gary Knoke
 - d) Non-renewal of Kelvin Giles' contract
 - e) Spot Merit
 - f) Satellite Coaches Scheme
 - g) Date for special meeting to discuss policy issues
 - h) Capital facilities for decentralised sports
- 4) Report by Executive Director
- 5) Financial Matters
 - a) Financial Report
 - b) Financial Agreement with the Government
 - c) Internal Audit
- 6) General Matters
 - a) ADP proposal
 - b) Indoor Track and Field facility
 - c) Marketing Report
 - d) Residential Accommodation
- 7) Other Business
 - a) General Matters
 - b) Next meeting

At a glance you can see, Dr. Silber, that many important issues were slated for discussion. Mr. MacDonald wanted more discussion on spot merit and I was keen to talk about our computer proposal and an indoor track and field facility. We were keen also to introduce an internal on-going audit to ensure that matters were continually monitored.

The financial report reveals that greater sophistication was now needed in fiscal matters. The upcoming year, 1985, was critical in the development of the Institute, especially in regard to capital works, site management, the World Cup in October and the shift to full residential status. Our personnel would soon grow to around 160 people, many of them specialists in need of special conditions. This was the time for profiling, for attracting monies and for delicate negotiations within and between the sports, the athletes, coaches and support personnel at the Institute itself and with the national bodies around Australia. It was a strong, positive Board meeting with few dissenting thoughts and much action released. Some changes in board Personnel also occurred - on came John Coates and Peter Montgomery; Sam Richardson and John Cheadle retired. We held a little farewell for John Cheadle in Kevan Gosper's spacious office. The Gosper hospitality was matched by the warmth of Cheadle's farewell speech. My report included news that the Queensland Government had agreed to provide \$31,000 per year for Sports Science, Medicine and administrative support for Diving and Squash in Brisbane. The Brisbane City Council had provided Office accommodation and training facilities free of charge. It was good to report, also, that the dynamic Reinhold Batschi had become our Head Rowing Coach.

I have included the financial report for those intrigued with such intricacies. It can be seen from the details that our projected final expenses at the end of this fiscal year would have exceeded the sum of money we had in hand. As is the case with all public companies, we informed the Board of cuts and alterations planned to avoid an overrun at year end. The report does not include the marketing activities which John Purnell and I would implement in the following months. The Judy Maxted contract was about to expire but our marketing efforts in a number of areas gave great promise and indeed altered our financial position considerably. We could not rely on these promising projections, so our plan at this stage was to hold fast to the current budget through the non-continuation of a small number of developmental projects - at least at this stage. We agreed to take great care with new hiring, professional development, staff recruitment, hospitality, services and expenditure for plans and equipment. I was continuously in a black mood over the government subvention, which we were expected to pay. Dr. Silber, the subvention was one of the better examples of government folderol. We were given a budget and then charged \$622,000 for rent. I cannot, for the life of me, understand why the government did not keep the \$622,000 in the first place - it represented redundant bookkeeping and inordinately inflated our real budget. Our \$9 million budget at this time was more like an \$8,378,000 budget, in reality, with everyone deceived, including the general public. Several times I suggested, using unkind words, that the government keep its \$600,000 but it was another example of the ruling powers deceiving the watching public. The so-called high salaries paid to Australian public servants is another. In that first year I had received a salary in the high 50's "Look at all that money!" commented my friends and relations. Their comments turned from envy to amazement, however, when I reminded them of the \$24,000 in annual taxes. I gave back at the rate of 60% beyond \$35,000.

The government gave with one hand and took back with the other. The AIS subvention was another example and it rankled. In our projections for the 1985-86 budget we costed on the understanding that the totals did not include the subvention. You can imagine our surprise when the double dealing government's Finance Department informed us that our reduced allocation included an increased subvention at the eleventh hour. Another great problem in Finance referred to the new conditions of the ministerial purview. Whereas, under the previous government the Institute was dealt with separately, we were now lumped into the Department of Sport, Recreation and Tourism budget. Along with all of the Minister's other responsibilities, we were suddenly barraged with

"You can't have this or that because the other departments have been reduced." Our full time equivalent personnel were no longer rated on our needs, but on the spread of availability across the whole department. Our growth was now tied to the Government Printing

Australian :Institute of Sport Report for 4 Months to 31 Oct 84

AUSTRALIAN INSTITUTE OF SPORT REPORT FOR 4 MONTHS TO 31 OCT 84 INCOME & EXPENDITURE STATEMENT							
ACTUAL LAST YEAR	BUDGET THIS YEAR		PAYMENTS TO DATE	O/STANDING COMMITMENT	TOTAL O/S+ PAYMENTS	FUNDS AVAILABLE	PAID + O/S XTO BUDGET
INCOME							
5,568,800	8,920,000	A. GOVERNMENT APPROPRIATIONS	2,508,668	-	2,508,668	(6,412,000)	(43)
216,050	149,100	A. SPECIAL GRANTS	31,000	-	31,000	(118,100)	(21)
212,696	299,000	A. SPONSORS	106,424	-	106,424	(192,576)	(51)
13,720	10,000	A. ENDORSEMENT FEES	2,000	-	2,000	(8,000)	(20)
58,911	11,200	A. SCHOLARSHIPS	6,776	-	6,776	(4,424)	(61)
88,957	104,700	A. OTHER INCOME	26,611	-	26,611	(78,089)	(25)
6,149,194	9,404,000		2,680,811	-	2,680,811	(6,723,189)	(29)
EXPENDITURE							
2,086,693	2,878,000	B. SALARIES AND ASSOC PAYMENTS	949,420	-	949,420	(1,929,300)	33
906,082	1,947,500	C. COMPETITION PROG & OTHER TRAVEL	499,444	213,205	712,649	(143,811)	49
188,499	48,000	D. STAFF RECRUITMENT	5,575	49,000	54,575	15,450	139
101,396	87,000	E. SPORTS LABORATORY	36,355	21,938	58,293	(28,707)	67
32,779	50,000	F. INFORMATION CENTRE	15,353	4,587	19,940	(30,060)	39
29,879	45,000	G. BOARD EXPENSES	12,631	31,210	43,841	(29,150)	35
25,950	132,000	H. PROFESSIONAL SERVICES	45,458	1,061	46,519	(18,481)	25
22,028	19,700	I. HIRE OF FACILITIES	3,635	154	3,789	(16,612)	19
952,150	1,253,000	J. SCHOLARSHIPS	362,676	25,700	388,376	(86,624)	31
ADMINISTRATION							
11,202	29,500	H. EXECUTIVE	9,357	625	9,982	(19,518)	34
236,889	237,700	L. SERVICES	182,493	13,306	195,799	(121,901)	49
258,596	12,500	M. FINANCIAL	41,865	6,079	47,944	35,444	384
17,271	13,400	N. PERSONNEL	19,659	1,865	21,524	(876)	91
121,497	106,000	O. PROMOTIONS, MARKETING & P/R	45,410	6,132	51,542	(54,458)	49
11,782	23,100	P. SPECIAL GRANTS	29,446	394	29,840	(12,350)	63
-	250,000	Q. PLANT AND EQUIPMENT	156,128	14,440	170,568	(29,432)	85
138,778	85,000	R. DEVP COMMONWEALTH COUNTRIES	37,950	5,630	43,580	(42,612)	51
5,341,714	6,671,000	TOTAL OPERATING EXPENSES	2,345,755	367,547	2,713,301	(3,957,699)	41
INCOME AND EXPENDITURE STATEMENT							
324,438	400,000	S. NATIONAL TRAINING CENTRE	126,436	160,877	287,313	(212,687)	47
-	1,111,000	T. NEW BUILDING PROGRAMME	92,250	29,416	121,666	(990,334)	10
517,600	688,000	U. NEW SPORTS PROGRAMME	1,568	6,073	7,641	(592,339)	1
6,183,152	9,404,000	V. SUBVENTION-DEPT TERR/LOCAL GOVT	-	-	-	(682,680)	-
		TOTAL EXPENDITURE	2,566,008	454,933	3,020,941	(6,383,959)	62
46,811	-	(SURPLUS)/SHORTAGE	(114,892)	454,933	340,130	340,130	-

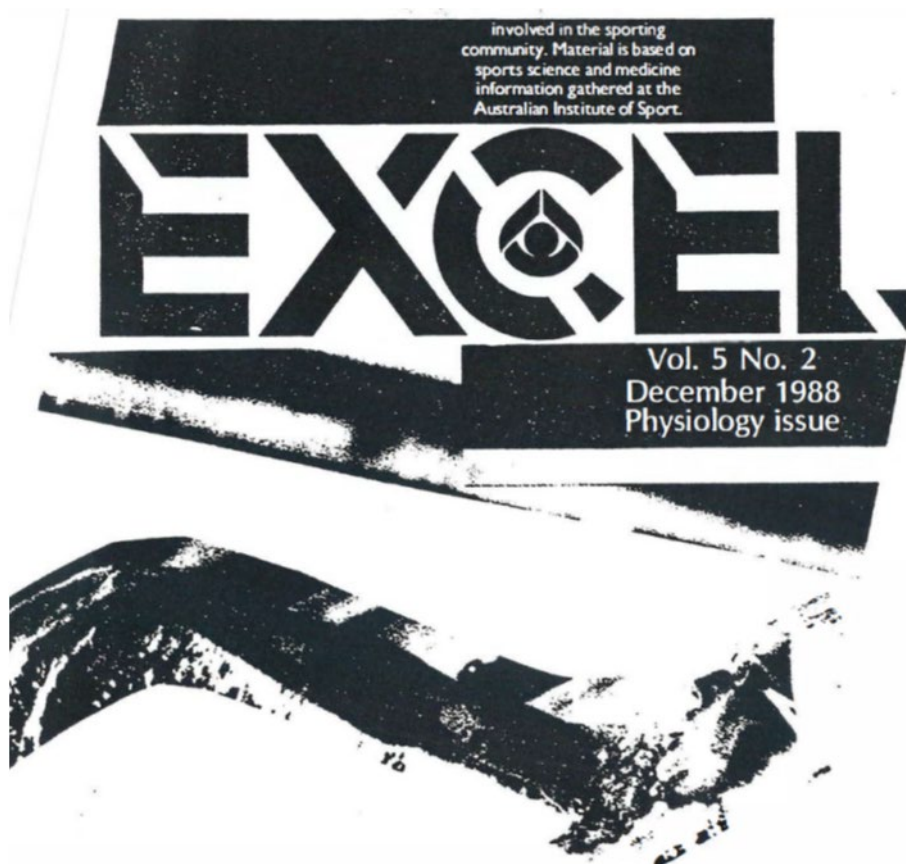
Office, or the support for Paul Hogan's Australia ads or the flow of money to and from the national recreation departments. Naturally I'm not opposed to the Government printing, Paul Hogan or recreation - my complaint was that the burden was heavy and the strength of the dog's hind legs weak. At one NCDC meeting, attended by five government departments, we were informed that the new Minister for Finance, Peter Walsh, adopted a

sub-human stance and would release nothing further for capital development at the AIS. We came to recognise this as all too accurate in the months ahead.

The growing Institute had certainly placed financial responsibility on each government during its four years of existence, but this was Australia's chance to develop a much-needed asset. In its growing days vision and support were the key words, not comparative fiscal restraint. I'm not talking about financial wastage or feather-brained schemes, for nobody envisaged such extremes but the Institute would self destruct and become ineffective if growth were stopped. The eventual decision to hold the budget to around \$15 million annually in the face of inflation and with the addition of new sports seriously curtailed the accomplishment of Institute objectives. It was getting more difficult by the week to provide the best opportunities for the best Australians to become the best when pitted against the best in the world. The Board Meeting of November 28, 1984 foreshadowed these problems. "Thank God Kevan Gosper still holds the reigns," I said to Peter Bowman as we left the meeting to attend the official luncheon.

A New Journal

Our toiling sports scientists and medicos with the help and financial backing of Menzies Foundation produced a quarterly Scientific Journal, which was later to be 'EXCEL'. A typical article included.



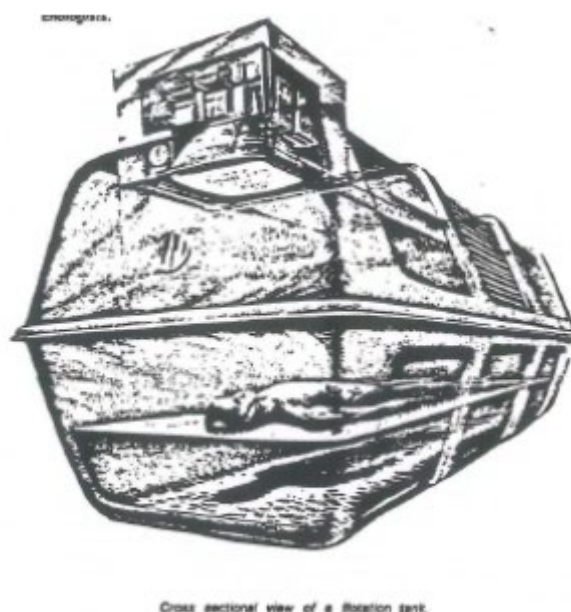


Figure 3 Floatation tank

Flotation Therapy: Current Concepts

By

Jeffery W. Bond, M.A.

The Sport Psychologist at the Australian Institute of Sport have been recommending and supervising the use of flotation tanks by AIS, National and training camp athletes for almost four years. This article describes how the tank works, related research and experiences reported by athletes and psychologists.

In 1983 the AIS Sport Psychology Unit installed its first salt water flotation tank on a trial basis. Literature emanating from the United States had indicated some potential benefits which could be gained by way of stress management. The first tank was received courtesy of the Float to Relax company. In 1985 a second tank was installed when the new Sports Medicine/Science complex was completed.

The Flotation Tank

The flotation tank is essentially a fibreglass bath with a lid over it to reduce the distracting effects of light and noise (entry is gained through a sliding door). The tank contains 25% salt water 30cm

deep, which is heated to skin temperature (approximately 34.5 degrees Celsius). The water is filtered and heated in much the same way as a spa, with the water quality checked daily for pH and Chlorine levels. The tank is connected to a stereo tape and video system (the colour video monitor is set into the tank roof Immediately above the floating athlete see photograph and stereo speakers are set into the tank wall). Microphone contacts is maintained between the tank and the adjacent control room. Average float times are approximately 50 minutes. although this can vary considerably depending on the purpose of the session.

After showering, the athlete enters the tank and closes the door. The athlete then lies back in the water (25% salt solution makes floating very easy. even for slim people) to the pleasant sound of relaxing music. The athlete does not feel the water as it is skin temperature and other distractions are minimised by the enclosed tank. It is as though the floater is suspended in a weightless. extremely relaxing environment, devoid of the usual sensory input which constantly bombards us. Under these controlled sensory isolation condition, the athlete's body and mind relax to levels not usually achieved

by other relaxation techniques. It is this deeply relaxed state which creates numerous possibility, for psychological skills training: After a five or ten minute "adjustment period. the music fades out an the athlete drifts through various states of relaxation until an altered state of consciousness (not unlike experiencing hypnosis or a kind of meditation) occurs. The athlete's heart rate slows down. blood pressure drops. breathing slows and brain wave (EEG) characteristics change (from beta to alpha and then thetha is at this time that the athlete becomes very sensitive or receptive an able to focus on specific input. Any sensory input (audio or video) appears to have a much greater", impact when delivered under these conditions. The tank session ends the music phases in and out for the last few minutes. The athlete emerges from the tank feeling refreshed and relaxed, having experienced self programming designed to enhance subsequent sporting performances.

In the last decade, it has become more widely accepted that it is not sufficient to train only an athlete's physical systems; methodically training the brain to reproduce the necessary high quality skills in the pressure of training and competition is now considered essential for the serious athlete. Now the question is not whether to engage in psychological skills training; but rather which kind of mental training should be used and which particular skills finely tuned. The flotation tank, used as an integral component of a planned sport psychology programme for individual athletes, represents a new dimension in sports training for the elite athlete.

Flotation: Possible Mechanisms of Action

There are a number of possible explanations for flotation producing a potentially useful mind/body state.

1. The considerable energy used by the body to combat the influence of gravity is conserved in the Weightless

tank environment. This explanation suggests that by freeing our from gravity, floating liberates larger areas of the brain, allowing it to deal with matters of the mind and enhanced awareness of internal states.

2. The minimisation of external stimulation the tank allows the floater to more quickly enter a theta brain wave state (Green, Green and Walters, 1970). Theta waves are accompanied by sudden insights, creative inspiration. feelings of serenity and vivid imagery. It is a situation where increased awareness in thoughts, images and feelings become possible.

3. The two hemispheres of the cortex of the brain operate in fundamentally different modes. The left hemisphere excels at detail, processing information that is (small-scale) requiring fine resolution: it operates analytically, by splitting or dissection. The right hemisphere on the other hand. is good at putting all the pieces together; it operates by pattern recognition, visually, kinaesthetically, intuitively. rapidly absorbing large-scale information. It has been suggested that floating increases right brain functioning allowing the athlete greater insight.

4. It is understood (3) that the human brain consists of layers incorporating the hind brain (cerebellum, pons and medulla), midbrain (tectum and tegmentum) and the forebrain (cerebral cortex, thalamus and limbic system). These layers are interconnected, and at times of peak experience, may act in 'harmony'; however communication between the various brain structures is more often interfered with by neural 'noise'. The tank provides an environment where this 'noise' is dramatically reduced; the floater experiences heightened internal awareness and decreased psychological arousal, enhancing communication and effective integration by the various levels of the brain.

5. *Floating permits the increase secretion of endorphins (the body's natural opiates-substances which induce a state of wellbeing and have an analgesic effect) at the same time as it reduces the number of stress related neurochemicals such as adrenaline, norepinephrine, ACTH and cortisol (4).*

This may account for the heightened sense of wellbeing commonly reported by tank users.

6. *Biofeedback research has clearly demonstrated that, under certain conditions of heightened awareness it is possible to control a wide range of bodily processes, including the control of the firing of single muscle fibres. The reduced sensory environment of the floatation tank permits deep relaxation which is associated with increased sensitivity; not unlike a bio- feedback mechanism. Without external distractions the athlete is better able to focus on body systems and imaginary movement.*

7. *Our preferred mind/body state is one characterised by health, vigour, enthusiasm and self-control/awareness. The stresses produced by the pursuit of sporting excellence often work against this state, resulting in failing adaptation (loss of motivation, sleep disturbances, changing appetite, fluctuating emotions, lack of energy, etc.) When an athlete enters the controlled environment of the tank, the constant homeostatic adjustments mad to the body to counteract the disruptive effects of innumerable external stimuli cease, allowing the system to focus its energies on regeneration and restoration of a more pleasant homeostasis.*

8. *Perhaps less plausible or scientific is the explanation favoured by supporters of Freudian theory, which suggests that the tank recreates womb like conditions. 'Returning to the womb' has been proposed as resulting in increased feelings of security and wellbeing (5).*

Floating at the A.I.S.

Regardless of the explanation favoured, there is no doubt that floating in a controlled sensory environment does result in an automatic relaxation response. It is this deeply relaxed state which provides the basis for the following specialised training techniques in use at the A.I.S.

It has long been recognised that deep relaxation or sleep is a natural recovery mechanism. Athletes often use floating as a regenerative procedure between morning and afternoon training sessions, or after a heavy workout or major competitions. Floating appears to be an excellent way to reduce stress levels (1), to assist with the removal of waste products from the muscles and to speed up the recovery / training adaptation process.

During particularly heavy period, or as very important competitions approach, it is not unusual for athletes to experience any number of stress related reactions or symptoms. These may include reduced motivation, lethargy, sleep disturbances, changes in appetite (both increase and decrease), mood fluctuations, difficulty of keeping up with work, and concentration problems. These symptoms occur as the athlete's tolerance of the absorption of stress reaches a limit. Floating on a regular basis helps to reduce levels of residual stress (4), increasing tolerance for absorbing any further stress caused by the extra demands of training, plus promoting greater feelings of wellbeing and greater efficiency.

The use of deep relaxation as an adjunct to injury rehabilitation programmes is currently being explored at A.I.S. A good deal of the pain associated with intrinsic and overuse injuries is a result of high levels of muscle / tendon tension. The more tense the athlete, the longer it may take for an injury to recover. Floating reduces EMG (muscle tension) and blood pressure measures and has been used by a number of athletes in a systematic way as

a supplement to the medical / physiotherapy treatments offered.

It has long been accepted that mental rehearsal or imagery is enhanced under relaxation (9). Athletes consistently use floating as a preliminary step for rehearsal of 'perfect' performances. Reports from tank users state that specific parts of a movement are often able to be 'felt' much more clearly (in some cases for the first time) in the non-distracting and relaxing tank environment. Floating induces a deeper state of relaxation (1) and this may account for enhanced imagery reports.

The tanks are equipped with video monitors. The relaxation response is used as a preliminary state for video modelling of sports techniques. The increase receptiveness and sensitivity to sensory information which comes from the controlled tank environment means that video information has greater impact when compared with video viewing in other uncontrolled settings. The cybernetic (6) approach to mental programming via video feedback has gathered an impressive following amongst Australian coaches and athletes.

Given the altered state of consciousness (deeply relaxed and focussed) produced during floating, it is also possible to use audio taped scripts or microphone contact in a similar way to the self hypnosis technique now commonly used in sport (7, 8). In this way the athlete is self programming with positive statements and goals to enhance performance, confidence and wellbeing.

Although further research is necessary, there is evidence to suggest that floatation tanks may be useful as a therapy for hypertension (4), and the sport Psychology Unit has case study evidence supporting the use of floating as an adjunct therapy in the treatment of rheumatic joint complaints. We are currently researching the effects of floating on mood state change as

measured by the Profile of Mood States (9, 10).

The future for Floatation Tanks

There has been an increase in the use of floatation tanks in the general community. There are now commercial float centres in most capital cities hiring out tanks on an hourly basis for the purposes of 'general stress' management. It is quite possible, given the inquiries received about our float tanks, that floating will become a feature of physiotherapy rehabilitation programmes in the near future. There is a new development in floatation tank design which is aimed at the home market, and this application may be a useful addition to the current interest in spa baths.

It is clear that there is a need for Australian research on the effects of floating directed at the general (community), medical and sporting usage. Most of the available research is from the United States and more often than not in unpublished form. The current trend towards research fellowship arrangements with the A.I.S. may provide an excellent opportunity for an Australian floatation research effort. The sport psychologists at the AIS believe the tanks work in both a preventative and rehabilitative way and athletes and coaches support their use. References

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I wrote the following introduction for this journal:

The lifeline of all enquiry in sports is the resolution of the question: What makes for ultimate performance? So much superstition and hand-me-down philosophy surrounds peak performance that it is difficult to break through the shrouds of imitation of the latest, best performances. People have accepted that the body will break down, and needs repair, and people understand that the correct fuel is needed for the body to perform at its optimum. So the sports medicine specialist has a sound place but the sports scientist, the psychologist (who caters for the function of the mind), the physiologist (the efficacy), the biomechanics (the physics of the body's functioning) and the sport pedagogue (the teaching and coaching actions) live in precarious surroundings. Still, they are regarded with suspicion called superfluous and expensive, even distant, certainly separate from the central functioning of a particular sport. In Australia we still harbour delusions that the self-made person can do it alone. Today with the strength of competition from so many directions this myth is disappearing slowly but steadily. Sports science and sports medicine inform us and it is through these data that we can make predictions on performances, which are at the crux of all competitive enterprise. The issues of today are not that we need sports science/sports medicine as back-up services but how effectively we can implement the data that emanate from this source. They are offensive weapons. Certainly the propagation of research findings, and shrewd guesses, is important and as the Institute's liberators gear up to find resolution to the important questions in ultimate human performance we need to pass this information on. The Sports Science Sports Medicine Quarterly (later known as EXCEL) is one reputable way of performing this function.

It takes its place with other journals seeking to provide the same support. Our one criterion is that of quality. Our target audiences are those with interest and our rewards are the improvements of young Australians who seek to compete equally with the world's best. And this endeavour is continuing.

Australians have an unfortunate reputation for distrusting intellectuals. A friend of mine once said, "It is probably the only country in the world where the name 'academic' is a derogatory term." Conjecture on the reason for this unfortunate attitude probably takes us back to the early settlement days and would be unfruitful pursuit in this text. But it must also be said that where a scientist has credibility with the Australian people he or she is worshipped. Once we are convinced, we are converted. The Institute Scientists had little difficulty convincing onlookers of the importance of the medical areas, but the intricacies of Physiology, Biomechanics, Psychology and Pedagogy were yet unknown. We determined through the Press to instance examples of scientific success and boosted John Purnell's forces through hiring three consultants, each with a different target audience and dissemination style. John Hourigan supplied the written press, Robin Poke supplied the visual media and the recently retired Norman May entertained the clubs, sporting groups, fellow air travellers and anyone who would listen to him - all three were thoroughly effective.

Fellow academics from overseas showed interest. Former rugby champion, Dale Toohey, from California State University, Long Beach, was anxious to join us. Physiologist Russell Wells joined us for a whole year from St. Lawrence University. Nick Whitehead, who was my counterpart in England suggested close collaboration, as did Geoff Gowan, the President of The Olympic Association of Canada. The various sports schools in Europe and the United States were also interested in this new Australian venture. I lost ground, too, when the Journal of Teaching in Physical Education in the United States dropped me from the reviewing panel, presumably because the move to Australia was seen as a lessening of vital interest in Pedagogical research. Nevertheless, some good things happened. Kevan Gosper wrote to Minister John Brown commending my appointment as President of AIESEP.

Correspondence with fellow academics around the globe continued with scarce lessening of intensity for the next two years. One of the areas of research that I was keen to continue, in spite of other duties, was in the area of crowd violence - and Australia was experiencing serious problems at this time. Even critics on the Board agreed that all branches of Australian Sport were concerned with this growing problem.

Planning is always a challenge for dynamic organizations. Kate Smith, graphically displayed 4 year Plans for our various sports for the Board meeting in October 1984. In spite of a stormy meeting where I clashed seriously with John Bloomfield, every one expressed gratitude for Kate's efforts. I smiled when criticized twelve months later for not having a Strategic Plan for the Institute in place - we had excellent plans in our Institute objectives and in the specific sport developments. The only thing missing from the top of this multiphasic work were the words "Strategic Plan".

The IDC Report

The Inter Departmental Committee Report (IDC) developed by Mr. Bruce MacDonald, Secretary of the Department Sport Recreation and Tourism, was a sincere attempt to get Canberra to agree upon a future direction for the Institute of Sport. Unfortunately at the center of its assumption was the presumption that the Institute should be controlled by the Canberra bureaucracy. Mr. MacDonald has always denied that he wanted control and I believe that he was genuine in his efforts with the IDC Report, but I could not accept this report for at least three reasons. First, a serious re-write of the Institute objectives had taken place; second, the management of the Bruce complex was not consulted seriously in the report; and third, the language of the report subsumed whole paragraphs of opinions of various people without recognition and in the grey areas of interpretation. This, of course, is a common practice in bureaucracies. Coming as I had from a university background I could not abide this practice and spoke out against it on several occasions. Senior bureaucrats had been placing their names on reports of junior researchers for so long now, that the practice was enshrined in Canberra, but it is still odious. It takes so little to add the names of the research team that I wondered why the practice had become so entrenched in the Canberra bureaucracy.

On the first of November I wrote to Bruce MacDonald urging his support for including Institute athletes in the overall National Award schemes. Bruce maintained that this was 'double-dipping.' I was able, however, to instance cases in two States where young people had been prevented from attending the National Institute because of local lure. I'm pleased to report that this practice was reversed a few months later.

It was essential that we reach out from the Institute as an active venture. Reaching out was mandatory if the central Institute was to function as a truly Australian Institute of Sport. With so much competition overseas, we were also obliged to reach out across the oceans. I could not understand opposition to this change and still cannot today. People who argue that champions can be fashioned in the backyard, then rushed onto the world stage with success, simply do not understand what is necessary to develop a champion. The reach out had to be constant, carefully planned, realistic in objective and well-supported. In spite of criticisms, only gently audible at this time, we determined to continue reaching out with as much strength as we could muster. The poet Browning said it for us:

Ah, but a man's reach should exceed his grasp, or what's a Heaven for !

CHAPTER 6 The Great Australian Sleep-In

Christmas time in Australia signals the end of the year's activities with a completeness rarely seen in other cultures. Schools are out, the public service closes down and many businesses use this time for employee vacations. The great sleep-in extends from Christmas Eve to the middle of January. As it is Summer, beaches and holiday resorts bulge to absorb the migrating people. The Institute had already developed the habit of virtually closing down for this period. I was horrified - it was the middle of the Athletic, Rowing and Swimming competitive seasons - the athletes had to be fed and coached and many sports took advantage of the holiday period to conduct clinics and refresher courses. But, as Mr. Hobson informed me, "John, nothing happens around here during this time," I suggested to Bob that things would need to change. He laughed and wished me well. The increase of the importance of the National Training Centre program coupled with more visits from overseas athletes and Australian enthusiasts changed all that.

Sally Ann Atkinson visited me during this period. A delightful woman with a wonderful sense of humour, Sally-Ann led the Liberal opposition in the Brisbane City Council. She impressed me with her good sense and eagerness to research sensitive areas of policy. The mother of five children and married to a very successful medical practitioner, Sally-Ann represented the new breed of Liberal Party representative in municipal Australia. Experts gave her little hope of ever becoming Mayor - Labour had been in power for decades in the steaming Queensland capital and looked like staying. She invited comment on her sports policy which was ambitious yet inclusive of the needs of all people. She was anxious to develop Brisbane's sporting potential to its fullest. She wanted maximum use of stadia and grounds and was particularly keen to support the current government in its attempts to attract the 1992 Olympic Games to Brisbane. The taste of international hospitality had stimulated Brisbane during the successful 1982 Commonwealth Games. Realizing how important this can be in the development of an urban setting, Brisbane thirsted for the biggest festival of all. I could see the gleam in Sally-Ann Atkinson's eyes as she discussed her plans to improve the great northern city. My specific responses to her "sport and all" recreational plans were the main topic of our conversation. I warmed to this lady - she'd been a journalist of note also, so her feet were firmly planted. A law degree added to her considerable appeal. As she left my office that morning we shook hands warmly. I ventured mischievously, "Your ideas are great, your charisma is compelling, but can you ever win office?" She laughed out rightly, merrily, with equal mischief "We will win office quicker than you imagine." And left.

Two months later, Sally-Ann was the Mayor of Brisbane - not the Mayoress, but the Mayor. I was happy to congratulate her and even more delighted at the opening of Squash to see her redeem her promises of support and to get on so well with Federal Labour Sports Minister, John Brown. It would be nice to report that her eventual bid for the '92 Olympics was successful. Brisbane finished third in the voting but did themselves no harm in the effort. They narrowly lost the Australian bid for 1996 but the feeling in down-under land is that Brisbane will host the Olympics soon - it will just have to wait for the

next century. Sally-Ann herself is the kind of new breed politician Australia is searching for and I'm sure we've not seen the last of this fine stateswoman.

Girrawheen

In October 1984, I purchased a lovely 5 acre (2.1 hectare) property 20 miles (35 kilometers) northwest of the Institute. The gracious colonial home was ready made for the kind of hospitality the Executive Director needed to provide. Volunteer officials from many of Australia's 105 sports congregated in Canberra regularly. I felt it was essential to use this home for dinners, meetings, and a get-away location. During the "Sleep-In", the Track and Field officials, followed by the Gymnastics coaches and administrators, and finally Rowing personnel all visited. The tensions within the Institute were sufficient also to warrant a number of get-togethers at Girrawheen in the hope of diffusing volatility. I asked my excellent secretary, Margaret Beames, to organize mixed groups of twenty, with spouses, to attend a series of dinners in the coming months. The enterprise involved minimal purchases of food and drink by the Institute and considerable investment of funds and time by the Cheffers family. The combination of hosting outside groups and Institute groups was very effective. People took the chance to discuss very different perspectives in non-threatening circumstances. There were no agendas at these gatherings. The Board members also took advantage of this lovely setting to likewise discuss their various interests. It was a pity that John Bloomfield was unable to attend. In all, we must have hosted a dozen such occasions - it was especially good to return the generous hospitality of Australian Airlines who took advantage of Girrawheen ambiance.

My family appreciated the new home. In winter, however, it was essential to install a combustion stove for the electricity bill alone for the winter months totalled \$1,400. My neighbours were an interesting bunch. Alan Payne, a gentle school teacher-scientist had constructed his own home from pick up bricks and mortar. The result was anything but scratchy as Alan and merry wife, Michelle, put together bush bands to play at woolshed gatherings all over the country. John and Carole Blackman were other intrepid neighbours who made life that little bit easier. Their pleasant garden with pool, spar, barbecue and a typical shrubbery were booby traps to half the district.

The "thriving metropolis" of Murrumbateman, in which Girrawheen is situated, began as a remote farming village, graduated to a Canberra get-away bedroom scene, but has now settled as a well-balanced and engaging community. Several vineyards are now thriving. The entrepreneurial Ken Helm operates the most prestigious of these vineyards. Sir Brian Murray, former Governor of Victoria, operates another fine vineyard. John Kirk, David Fetherston, The Hendrys, Andrew McEwin, Dave and Sue Carpenter, Peter Griffiths and Geoff Middleton nearby were also early vigneron. Latter day enthusiasts include Rob Howell and the mercurial Wally Tillman. In this latter day there is one store, a post office, a veterinary clinic and an energetic all-purpose garage situated in an obscure back street. The recent appearance of a modern Inn is changing all this rapidly.

At first glance, the word "thriving" appears a trifle ambitious, but I assure the reader that the area boasts a thriving Progress Association, an efficient Fire Brigade and a magnificent two-day show held each Spring. The Progress Association even conducts an annual ball to satisfy the energies of local inhabitants. God forbid any ticket holder who turns up without a tuxedo on this auspicious occasion. It is also "Banjo" Paterson territory which endears the area to most literate Australians. Paterson occupies centre stage in our literary folklore with two other Bush poets, Henry Lawson and C. J. Dennis. He was a delightful character who penned the words to such classics as "The Man from Snowy River," "Clancy of the Overflow,"

"Saltbush Bill," and "The Man from Ironbark." American readers will know him best as the bard who wrote that classic folksong, "Waltzing Matilda". Living in Banjo Paterson territory was an honour, a source of delight.

I cannot leave Murrumbateman without one further story. Many residents consider the origins of the name to be some sort of a combination of aborigine and English settlers. The vital Murrumbidgee river borders the area and apparently a character called Bateman operated an inn towards the end of the nineteenth century. So it's likely that the name derived from these two tangible sources. Vigneron, Councillor Ken Helm, swears to a different story. When the celebrated English Field Marshall, Lord Kitchener, spent a night at the inn during his travels at the end of the 19th Century he was heard constantly to upbraid the proprietor with a raucous command, "More rum, Bateman!" Apparently in the aftermath of this experience, the command became "Murrumbateman!" I leave you, Dr. Silber, to believe which version takes your fancy.

The Australian Games - January 1985

Our Canberra 'sleep-in' was further interrupted by the Australia Day Games Committee in conducting a world festival in Melbourne during the heat of January, 1985. Gymnastics President, Jim Barry, headed an impressive local organization. They struggled hard to make an ambitious scheme succeed. Previous attempts had suffered from the same problems - monies were tight, Commonwealth Government support was sparing, overseas schedules were unkind and interstate rivalries were bitter. At the Institute, we determined to support the Games. Victoria, as a matter of pride, pressed on into considerable debt, which was a pity. Gymnastics, Netball, Weightlifting, and Cycling were well attended and attracted world class competitors. Track and Field suffered, as did Swimming, but in the end the Games were considered a success. Their continuation has foundered, mostly because other states are not prepared to take up the mantle and world schedules today are so full. It is a pity because the idea of an Australian festival attracting world visitors and showcasing Australian effort is overdue. I shall never forget the reception Dawn Fraser received at the opening ceremonies. She was highlighted as the Australian athlete of the decade. Her appearance on centre stage was received by those in attendance rapturously. The people stood, clapped and cheered for nearly three minutes in an impromptu, yet convincing demonstration of real feelings Australians hold for their sporting champions - their genuine elite. Dawn Fraser, after a brilliant career, had

experienced many difficulties in life style. The reception Melbournians gave her on that night convinced me that the objectives of the AIS were firmly in concert with the real wishes of the Australian people. The reception obviously thrilled Dawn that eventful night, too, but it also inspired those of us entrusted with the handling of elite sport in Australia - it was a remarkable event.

Some Ups

I wrote to John Miller, Secretary of the Australian Council for Health, Physical Education and Recreation, suggesting that we form new collaborations in 1985. His interest in promoting Australian authors in sport was one direction and the possibility of staging an AIESEP world convention was another. Greg Hartung (I shall call him, affectionately, "old soft tongue") of the Australian Sports Commission suggested collaboration as did Bob Lay of Adidas. I wrote to many Australians who were interested in the fortunes of the Institute: politicians, public relations people, sports officials and civil servants were amongst these well wishers. The gracious Senator Margaret Reid from Canberra was a genuine supporter, and the Australian Gymnastics Federation presented their problems over membership subscriptions and state coaches. I could see light at the end of that tunnel and wrote to them encouragingly.

I was particularly delighted to confirm the arrangements with Heather Mackay of Squash. The formal opening of this sport took place on the 23rd of February, 1985. Heather was about to join Geoff Hunt to form a coaching duo that would re-instate Australian world Squash eminence.

Many of the Institute coaches used this time to try out new talent so short term workshops were conducted involving the young talent of Australia. I was anxious to promote and support this activity.

Some downs

I returned from overseas in late December to discover that Paul Brettell had sent out dozens of Christmas cards from the General Manager. It surprised me - it would have made more sense had cards gone out from the Institute bearing both our signatures, but Mr. Brettell either neglected this thought or was promoting a solo performance. I expressed my disappointment and sent out similar greetings to fellow Australians. It was the first solid illustration I had of Paul's duplicity. It was so unnecessary.

Problems had arisen over the work status of several overseas coaches' wives, so a letter to John Brown seeking help was dispatched. I was sorry to hear, too, that my counterpart in Great Britain, Nick Whitehead, had resigned.

Peter Farmer's enthusiasm in coaching the Hammer and Pole Vault had found some resistance around Australia. We had procured Peter's services at very cheap rates. At first it looked like a good deal for the Institute as our expenses were low and Peter was expected to be entrepreneurial in rounding out a living wage. It was a mistake. Peter's

needs extended well beyond any lucrative athletic support available in Australia. If we'd paid him a decent wage in the first place, we would have escaped the problems that occurred from his fertile creativity. He was enthusiastic and, at times, lacking intact, but it is good to report the highly placed Peter Farmer today is a respected Doctor in Human Movement Studies in the United States.

I first attacked the Great 'Sleep-In' at this time through a note to Paul Brettell, General Manager, on January 4. During the Christmas period break I was besieged by telephone calls, inquiries, window thumping and door rattling as visiting Australians stretched for a closer look at the Institute. This would be the last of the sleep-ins.

It was good also to inform Mr. Sykes of Newtown, Victoria, that his boats were to become the rowing equipment at the AIS. His quote had been measured alongside that of a Mr. Dempster of Sargeant & Burton, a rival boat company. I knew at the time that John Coates, our new Board member, and Reinhold Batschi, our new rowing coach were suing Mr. Dempster for defamation. We decided to make sure that the two quotes were considered equally and that our final decision was legitimate and fair. On the recommendation of the entire coaching staff, we chose the Sykes boats. Mr. Dempster visited late in January and made some strange allegations. At the time I dictated a note to file which would have remained unpursued but for a Freedom of Information Suit levelled at the Institute by Dempster. He didn't accept our purchasing decision, electing to flex legal muscle in promoting his cause. A series of unpleasant incidents followed over the next 18 months. Mr. Dempster seemed to think that there was, somehow, foul play involved in our decision. From my perspective, nothing of the sort had occurred. He persisted in his official and unofficial accusations until an Australian Federal Police investigation concluded in October 19, 1986, that no such illegal manoeuvring had occurred. Two years later, Mr. Dempster was found guilty of defamation against Mr. Coates in a Sydney court. He was charged by the judge to pay \$158,000 in compensation. I was not pleased with Mr. Dempster's accusations for he had given the "gutter" press reasons to vilify the Institute. The original accusations emblazoned the front page of the Sydney "Daily Telegraph" in sensational fashion. The exonerating finding 18 months later failed to make even a corner in the minor pages of this Sydney tabloid. Such is the power of an unbridled press.

Perhaps the most serious blunder of that time, however, was the forced resignation of Dr. Jean Roberts from the Australian Athletic Union. Differences with the Executive Officer, Rick Pannell, and a number of Board critics had brought matters to a head. It was a shameful affair. Jean Roberts was not only a personal friend but a very fine coaching director. Her absence threw greater burden on the coaching functions around Australia. Elite institutions like AIS enjoy little success unless developmental projects in the specific sports are healthy and in place. The loss of Jean Roberts was vehemently objected to by both men and women coaches from a number of states. Dr. Roberts later came to work for the Institute of Sport as an administrator of coaches. It was Athletics' loss, but I'm happy to report, the Institute's gain. Jean Roberts was not lost to Australian sport.

Some Initiatives

We were pleased to find that Leroy Walker, celebrated Athletics Coach, would spend time in Australia following the IAAF World Cup projected for October 1985. I had hoped to secure his services for a two month period, but his timetable was too crowded.

Former triple jump champion, Ian Campbell, sent greetings from his post as head of a major Sports firm in the Pacific. Ian had been very unlucky in the final of the 1980 Triple Jump in Moscow. He'd been called for a dubious footsrape during an Olympic jump which shattered the world record and would have won him a gold medal. A number of people remarked on his ill luck on this occasion and still regard him as the true Olympic champion of 1980. I number amongst this group.

China's outstanding women's gymnastics coach, Tu-Ping Tian visited the Institute on the 4th January. She was interested in the coaching position. We moved quickly, securing her services permanently a few months later.

It was good also to see the delightful Evelyn Dill-Mackey appointed manager of the Australian Swimming Team for the 1985 Australia Games. I hoped the swimming world would continue to secure her services in the years ahead because she was an excellent influence on the young swimmers. Olympic silver medallist, Sue Landells, later married Evelyn's son which kept swimming, so to speak, in the family.

Colin Phillips of the Golf Federation was anxious for his sport's admission to the Institute and approaches from the Winter Sports, Equestrian, Cycling, Volleyball, Table Tennis and Pistol Shooting associations were gathering strength.

I sent Bob Hobson overseas to visit, explore and develop ideas. He seemed to enjoy the trip, but came home empty-handed. A potential collaboration with the Garber Travel firm for internal flights in the United States showed early promise, but fizzled when Bob investigated.

I made an attempt to expand our promotion of aboriginal sport in Australia. Lionel Rose visited for one week and former Carlton football champion, Syd Jackson, conferred at length. We knew that a number of aborigines had great potential - so we decided to promote modelling opportunities for the original Australian. It was an initiative that produced, unfortunately, "back-of-the-hand sniping" from some bureaucrats. I'm pleased to report, however, that most gave unreserved support.

On the 7th of January, I first approached the Coffa brothers for collaboration in weightlifting and invited Judy Patching to be the inaugural speaker at our Institute assembly. All good schools gain vital motivation from the formal assemblage of the students, administrators and teachers. I felt the same spirit of belonging could occur at the Institute. John Purnell organized academic gowns for the senior staff and coaches, which the youngsters received with joy and approval. A good visiting speaker and reports from the captains of each sport ensured lively proceedings. Judy Patching did not let us down.

The Koreans were visiting in large numbers and the indefatigable George Hay, Physical Education Director from Queensland, proposed sending four teachers for one month on a working visit. This initiative quickly gathered momentum because it represented a fine and noble bridge between Australian schools and the Institute of Sport. Unfortunately this practice was discontinued in the post Cheffers period.

I wrote to John Daly, Board member, historian, and coach of our first athletic Olympic gold medallist since 1968, exchanging Seasons Greetings. My letter included an invitation to John to begin penning an official history of the Institute. So much had happened so quickly, that it would have been a pity to lose primary data while memories were still fresh. This report of mine will add to the official history - and although it is not intended as a formal historical document, it does contain much information that has not yet been released.

The Mcpherson Report

With all the discussion about an evaluation of the AIS in early 1984, I first preferred a need to have our purpose analysed. Some Board members didn't understand the importance of this word and, judging from the evaluation carried out in late 1986, after my departure, didn't appreciate that purpose heads all other factors in responsible analyses. In the Summer of '85 I invited brilliant Harvard researcher, Bruce McPherson, to spend six weeks in Australia examining and elucidating our purpose. He interviewed widely and read every document available, eventually producing a report which established four purposes and made two sets of recommendations - one to me and the other to the Board. The November antics pushed this important paper to the side. The drive to statutory body status further buried this report. I include McPherson's recommendations for your perusal, Dr. Silber, they make sense.

Purposes of the Institute

The Institute should have four main purposes:

1. *To provide superior opportunities for elite athletes to achieve their ultimate performance in significant international competition.*
2. *To raise the quality of performance in sport at national levels of competition through the improvement of the skills and attitudes of coaches and athletes.*
3. *To provide a working model of the effective interaction of sports science, coaching, and superior athletic performance.*
4. *To involve resident athletes in the all round development of their athletic, intellectual, emotional, moral, social capacities.*

All other activities of the Institute should be clearly directed towards advancing these goals.

Recommendations: [to me]

1. *Restructure the Executive Director's role so he is less engaged with the details of day to day administration and more engaged with planning, policy, relations with the Board, fund-raising, and public representation of the Institute. His administrative function would be as a final arbiter of the team process.*
2. *Involve more of the staff in a visible process of decision-making, perhaps through a "horizontal team" concept to replace the present hierarchical structure. The teams would report to the Executive Director.*
3. *Coaches, through a representative, should also be involved in the process of decision-making.*
4. *There should be a concerted effort to cut down the level of paperwork that goes to and from coaches without losing accountability, or, alternatively, coaches should be given assistance in handling the current load.*
5. *The directors of the decentralized units of the Institute in Brisbane and Perth should have their job descriptions restructured so they have more local autonomy--budgetary, administrative and entrepreneurial--within established guidelines.*
6. *Mend the fences with the Department of Sport, Recreation and Tourism, but keep the hedges high.*

Recommendations: [To the board]

1. *The Board now needs clearly to redefine its role. It should become mainly concerned with long-term planning and policy; its members need to learn how to fulfil this function and then jealously to guard it. The Executive Director has to be equally zealous in preserving his role in carrying out that policy. The Board does not have the function of monitoring the administration of policy. Much of the current dysfunction between the Board and the Executive Director comes from territorial fuzziness.*
2. *The "Purposes of the Institute," as presented in the accompanying report, should be debated and changed until there is a formally approved statement of the Institute's mission.*
3. *The Board should develop a five year plan for the Institute. The incoming Deputy Chairman should head a special committee of the board which will be responsible for working with the Executive Director and the Chairman to develop this plan and bring it to the full board for discussion and adoption. This plan should identify new initiatives to be taken, policy issues to be encountered; the resources to be allocated, etc.*

4. *The all-round development of the residential athletes has to be shaped by a comprehensive policy and plan for implementation. (Main Purpose #4)*
5. *The criteria for admitting new sports to the Institute and for dropping sports should be reconsidered.*

This report was made to me, personally. In time I intended to share the various components with the people towards whom it was specifically directed. I shared it with Paul Brettell who, unfortunately, mailed it out to the Board members immediately. The sensitive ones took it as criticism of current procedures instead of debating the recommendations, which was a pity. There was much value in McPherson's findings and suggestions.

CHAPTER 7 The Emporium

There was talk of Canberra's population reaching 500,000 by the year 2000. This was more than double the mid '70's population so it was necessary for some strong future planning. The National Capital Development Commission (NCDC) had been the responsible authority for all buildings and grounds in Canberra for many moons. They were well budgeted and had considerable freedom. Commissioner Tony Powell was a man of vision and his authority is well illustrated throughout the Institute of Sport. Chief architect Greg Deas I found to be an outstanding individual - pleasant to work with and cooperative. Mr. Deas was always keen to consult before pen went to paper. This could not be said of earlier architects who tended to be imperious in their planning and decision making. But I must say that only on one issue during my tenure was I at serious odds with the NCDC. Their equivocation and ultimate collapse in support of the indoor field house was a great disappointment. But in every other aspect the NCDC must be paid the ultimate compliment for the splendid physical establishment of the Australian Institute of Sport. To Tony Powell's great credit, the Institute is dotted with sculptural masterpieces, mostly from the hand of John Robinson, which represent the various sports and provide cultural awareness to an area that could have looked very plain indeed.

The original plan in 1974 to build two stadiums, one holding 100,000 spectators and the second 25,000 spectators was good thinking - football, rugby, cricket and other games necessitating a large playing surface would have filled the larger stadium. Today Canberra desperately needs such a facility. The second oval housing track and field, soccer, hockey and lacrosse would have provided a more intimate setting for sports customarily attracting smaller crowds.

The desert site of Bruce was chosen because it linked established Canberra with the new town of Belconnen. The reason for the construction of one stadium was the hosting of the 1977 Pacific Conference Games. Thus developed the national athletic stadium.

Before I discuss the various physical plans, it would be remiss of me not to comment on the financial source. Capital cities are at considerable advantage in financing capital works. Tourists flock to such centres and where, as in the case of Canberra, virgin territory is the site chosen, futuristic planning is possible. Although most Australians criticize Canberra, they are surprised and proud when they visit the city. It is a spacious, beautifully planned urban environment and it would be most ungracious not to acknowledge its many pleasures in driving comfort, safety of walking and bicycling, and the lovely open ambience of a city nestled in a basin of surrounding hills. At 2,500 feet above sea level, the atmosphere is sufficiently rare to stimulate the heart, keep the atmosphere dry and contain the droves of insidious mosquitos rampant in the coastal towns.

Of course, Canberra is hot in the summer and cold in the winter. Fogs frequently delay landings at the tiny airport, and two hours' drive on the tumble down from the hills brings the impressive surf of the imposing Pacific Ocean into view. It is to this attraction

that Canberra's flock for six months each year. Also, in the mountains to the south, excellent skiing conditions obtain and in the Spring, fast flowing streams attract trout fishermen from around the globe.

The NCDC has generally handled the building program with care and imagination. Her officers frequently consulted overseas and the use of the best Australian architects has been a feature. Criticisms of the NCDC have come from envious as well as competitive directions. "Too much power", "too much money", "too independent", "out of proportion", "a law unto themselves" and "never an economic building" have been the main rancour. The Labour government has decimated the NCDC. Their attempts to defuse the independence through increasing the number of commissioners and decreasing the budget were at first applauded by many Australians - but the destructive march confirmed a point where utter confusion now reigns and the likelihood of good planning in Canberra recedes by the day. The NCDC was chagrined at not receiving construction authority at the multi-million dollar new Parliament House. This was fortunate for the Institute of Sport which became the jewel in their crown. They constructed the Institute quickly and well, having managed to place large sums of money in the many different pockets of their administrative apparel over successive years. The hip pocket contained the monies for the construction of the Institute of Sport. It is the only way we would have become reality.

1977	8.6	million	-national athletic stadium
1980	75.0	million	-outdoor tennis, netball
1981	8.0	,million	- Indoor sports stadium
1981	2.0	million	-stadium lighting
1982	1.8	million	-gymnastics
1982	0.2	million	-outdoor throwing architect
1983	2.3	million	indoor tennis
1983	7.2	million	-indoor swimming
1984	9.2	million	-indoor basketball, netball, weightlifting
1985	5.2	million	-Sports Science & medicine
1985	9.0	million	-administration and residential blocks
1985	5.5	million	-upgrading for World Cup equipment
1986	200	thousand	-rowing facilities.

The photographs in this chapter point to the excellence of these facilities. It is clear that not one of these facilities would have been built if their cumulative cost of \$60 million had been voted upon in Parliament as one bill. The bureaucrats and politicians responsible for this construction did their homework. They knew it had to be constructed and financed, piece meal, or communal shock would have defeated the entire operation.

The building of the Institute of Sport represents the power of the rolling preference. In progressive societies people desire to finish things - once momentum is gained preference is given for completion. One of the first signs of a distracted country with frequently interrupted administrations is the presence of many and varied semi-

constructed buildings and enterprises. A train ride from Vienna to Venice, or a quick run through Central and South America illustrates this point to perfection. Australia, however, especially Canberra, wanted projects finished, so continued funding out of the hip pocket resourcefulness ensured that Phase I would materialize as planned. Recent political disruptions using the Institute as a central issue have prevented Stage 2 from being developed. Needed facilities have had to wait: in particular an indoor field house, a velodrome, diving pool, Hall of Fame, jogging track, more ovals, a swimming flume and a perceptual-motor laboratory. It was a pity that rowing suffered from the closing down of the financial faucets. Originally planned as a comprehensive facility on the banks of Lake Burley Griffin, the rowing was costed at \$3 million. Eventually a shed was constructed which has met immediate needs, but pleased nobody. The feeling that with the disappearance of the NCDC, little further excellent expansion will occur, has gathered momentum in sporting circles.

Both governments, the Liberals under Fraser and Labour under Hawke, can take great credit for the emporium as it stands. But, Mr. Hawke in the immediate future and the Liberals probably in the distant future are at the point of gaining criticism should they retard growth ultimately. In spite of highly visible Institute "problems", the people of Australia have embraced this complex. More applications from prospective young people are received each year. Hordes of tourists traverse its spacious grounds. The nation looks to the Institute for its sporting needs and it is the only serious location of human exercise research in the Commonwealth. Its resource information is sought by many of Australia's 29,000 coaches and its tentacles are reaching out to every part of Australia. In spite of the ambitions of a handful of politicians and bureaucrats and the shrivelled-up thinking of a small number of tabloid reporters, the Australian Institute of Sport is an opus in Australian history, quite the finest thing that's happened in our 200 years of sporting development.

The Physical Plant

The national athletic stadium, with a seating capacity of 29,000 people and a grandstand in the style of a huge cantilever, is the main facility. It is quite magnificent. An original surface was replaced by the Rekortan polyurethane rubber compound. It is non-slip and fast. The styling is grand and a large electronic scoreboard graces the end of the complex. Towers, lights and an expansive grassed area inside the fences complete an aesthetic, beautiful facility which has in its short time seen two world records established and some very snappy performances from a large number of athletes. Marita Koch set a new world 400m record in October 1985 and on the same day, teamed with three other fast East German sprinters to shake down the women's' 1600m relay record. But the best performance I've seen on this track, was given by the Canadian sprinter, Ben Johnson, when he recorded 10.0 seconds for the 100 metres, running into a one metre headwind. These World Cup performances have saved the facility from being converted into an Australian Rules oval, rugby pitch and cricket ground in the ensuing years. People were just a little reluctant to dramatically alter its usage at this time. I made overtures to the Fitzroy Football Club and talked also to the North Melbourne Football Club about

relocation to Canberra in the expanded V.F.L. competition. I knew the team would attract capacity support, thus putting the large stadium to full use.

Laurie Jackson, the officer in charge of physical plant, costed seasonal conversion at under \$1 million in the first year. Our plan was to sod the entire area during the winter months and remove those sods for the summer. This was preferable to ripping up the rekortan, which would have brought the combined weight of every Australian athlete and most politicians, crushing down upon my shoulders. Laurie was in favour of converting the entire surface to grass using the warm up track, which was quite adequate for Athletics, and inviting the Canberra Raiders (Rugby League), the Fitzroy Football Club (Australian Rules) and the Canberra Soccer teams (Croatia and Inter Monaro) to share the facility. The wonderful lighting combined with good curatorship would place the facility in maximum use year round. With cricket in the summer and the highly successful Canberra Cannons Basketball Team playing regularly in the Indoor centre, the Bruce complex would have been a magnet for Australian sport. Perhaps this vision will ultimately eventuate.

The stadium was designed by Philip Cox and contracted to Leighton Constructions. The following table gives the details of the project teams for all Institute constructions.

Phillip Cox architecture the National Indoor Sports centre which complements the athletic stadium. It is also cable-suspended and seats 4,000 people. Aesthetically pleasing, the Indoor centre has been used for a plethora of activities. The Canberra Cannons call it 'The Palace' and the netball team, which uses only a third of this floor space, call it 'Home'. Rock bands, singers, county fairs, even operas attracted large crowds to this facility. Real, live elephants parading in the opera, Aida, wrecked the air thrust timber parquetry floor to the tune of \$25,000 but the grand parade continued. Torville and Dean's frozen waters achieved similar damage when not all the sliding surfaces were set and firm. But the "Palace" paid its way and was a permanent Canberra attraction.

The Gymnastics hall was a delight. Clean, brimming with the latest equipment and introduced by John Robinson's elfin-like bronze statue 'The Gymnast', the ball was in maximum use year round. The main crash-pit contains 46,500 rubber cubes and the floor structure of cushioned vinyl supports the feet of male and female gymnasts alike. We experimented with two surfaces for the floor exercises, finally coming up with a facility, which reduced injury and at the same time enabled aspirants to perform the multiple somersaulting needed to compete with the overseas specialists.

The Swimming Halls consisted of two structures, one 50 metres the other 25 metres. Public and team changing facilities, a sauna, a spa, coaches' offices, control rooms and a wet and a dry corridor above, which is suspended a well-equipped weight room and lecture room completed the plant. Moveable docks permitted lane ropes, water polo goals and other marking devices to be quickly placed in the long pool. Underwater viewing facilities in the small pool permitted stroke analysis and other filming activity to frequently occur.

National Athletics Stadium

Architect:	Phillip Cox & Partners
Structural Engineer:	Bond James Laron
Civil Engineer:	Scott & Furphy
Contractor:	Leighton Constructions P/L
Project Management:	NCDC

National Indoor Sports Centre

Architect:	Phillip Cox & Partners
Structural Engineer:	Bond James Laron
Civil Engineer:	Scott & Furphy
Construction Manager:	John Holland Constructions Pty Ltd
Project Management:	NCDC

Gymnastics Hall

Architect:	Phillip Cox & Partners
Structural Engineer:	Bond James Laron & Murtagh Pty Ltd
Construction Manager:	John Holland Constructions Pty Ltd
Project Management:	NCDC

Indoor-Swimming Centre

Architect:	Daryl Jackson Pty Ltd
Structural Engineer:	Bond James Laron & Murtagh Pty Ltd
Hydraulics Engineer:	Camp Scott Furphy
Construction Manager:	John Holland Constructions Pty Ltd
Project Management:	NCDC

Tennis Hall

Architect:	NCDC Architecture Division
Construction Manager:	John Holland Constructions Pty Ltd
Project Manager:	NCDC

Sports Training Facility

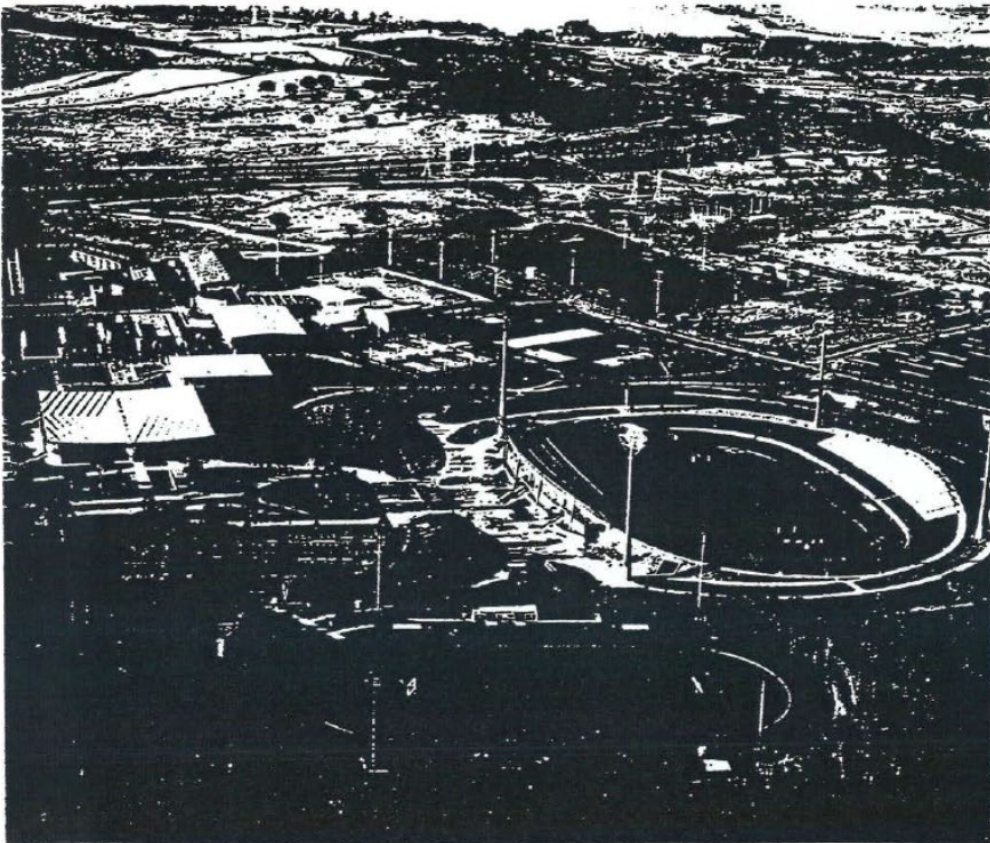
Architect:	Daryl Jackson Pty Ltd
Structural Engineer:	Bond James Laron & Murtagh Pty Ltd
Civil Engineer:	R A Young & Associates
Project Management:	NCDC

Sports Science & Sports Medicine Center

Architect:	Edwards Madigan Torzillo Briggs Intnt'l Pty Ltd
Structural Engineer:	Miller, Milston & Ferris
Construction Manager:	John Hindmarsh Pty Ltd
Project Management:	NCDC

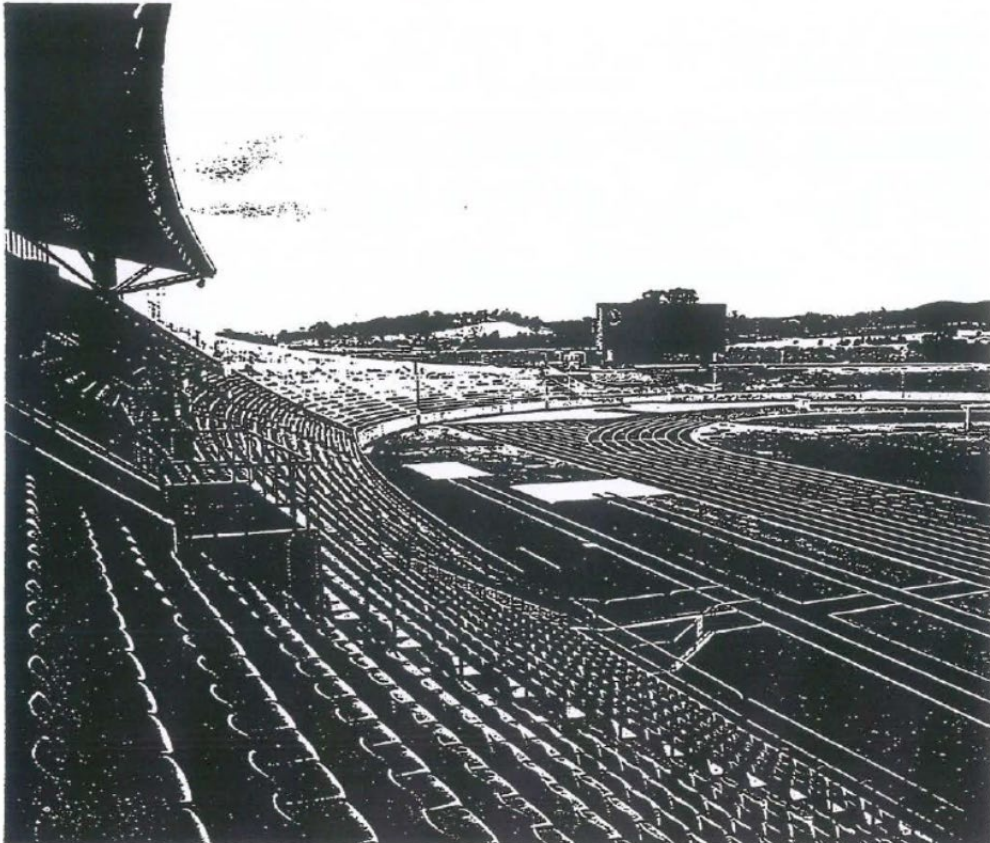
Administration & Accommodation Buildings

Architect:	Allen Jack & Cottier Partnership Pty Ltd
Structural Engineer:	Taylor Thompson Whitting Pty Ltd
Project Management:	NCDC





Comfortable but sturdy seats in the grandstand at the National Athletics Stadium.



During my time many problems were experienced with the filtration units which were inadequate for the job. It is irritating when clients are subjected to trial, error and success or failure in these matters. The surface of the water at times resembled a technicolour film. The Indoor Tennis Hall, although only accommodating four courts, was very popular. With a height of eleven metres, even the cagiest of lobs was unlikely to stray. The plexi pave surface was recommended by Coach, Ray Ruffels, as the best of the indoor options available.

The combined Basketball, Netball, Weightlifting, Indoor Soccer, Fitness Gymnasium and 350 seat theatrette was a superb and useful building also. Conference rooms, sauna and spas rounded out this excellent facility.

I decided to conduct assemblies every other month in the pastel shaded theatrette. Visiting speakers and participant reports from each of the sports, highlighted these

assemblies. The outdoor soccer/hockey artificial surfaces supported by two natural grassed surfaces were well-used.

The Administration building completing the quadrangle of the residences, cafeterias and specifically constructed visitors' quarters with disabled facilities were the last of the buildings to be built. They were functional and aesthetically pleasing although the object of criticism when first completed through ill-timed, ill-judged and ignorant accusations of opulence.

Outdoor facilities, parking areas, a shop and areas for tennis, netball and throwing events in Track and Field added to the beauty and effectiveness of this complex. Perhaps the truly unique facility, however, was the Sports Science and Sports Medicine complex. Inside there were nurse's quarters, interview rooms, physiotherapy facilities and athlete recovery apparatus, massage cubicles, wet and dry recuperative areas and special machines to gauge torque as well as measuring vital body signs.

In Physiology, treadmills, rowing machines and various ergometres were plentiful. An Environmental Chamber and underwater weighing apparatus were also featured. Rounding out an exciting Physiology section was a Biochemical testing area. Upstairs the psychologists had their rooms, stress machines, and two flotation tanks which were very popular. The computer area, which was considerable, was also located upstairs.

Perhaps the truly unique facility in this area, however, was the Biomechanics "barn", replete with rekortan tracks running through the barn becoming take-off surfaces for the jumps, the throws and pole vaulting in athletics and the various surfaces in Basketball, Gymnastics, Netball and Volleyball. The surface was dotted with force platforms and landing apparatus. An overhead gantry permitted three dimensional filming and helped move apparatus around. Sliding conical doors which one person could operate permitted rapid entry and exit of objects and bodies whose trajectories and forces could accurately be measured. It was the sports scientists dream although it was a nightmare to set up. The great value of the barn was that it permitted exact replication of field conditions and performances whilst measurements were being taken.

The Physical Plant at the Institute of Sport was its major attraction. Great coaches, fine administration and training opportunities could be found in many other parts of Australia, but a physical plant the likes of the one at Bruce was its delight and its problem - people at the same time loved it and were jealous of it.

[An Indoor Field House](#)

I include two communications, which will describe this project better than any general description I could make at this stage. After writing to Board members just before Christmas 1984 on the status of our negotiations on an indoor 400 metre track, I wrote to the Minister outlining our arguments and urging his support. In early July, the NCDC developed wobbly knees, so I wrote again to John Brown and on 24 July, I wrote to a little known Australian called Rupert Murdoch, soliciting his support.

The Hon. J. J. Brown, M.P.,

Minister for Sport, Recreation and Tourism Parliament House,

CANBERRA. A.C.T., 2600

Dear John,

Subject: Indoor Field House

A very disturbing element has entered our quest for the Field House and it concerns the very recent withdrawal of support for this project from the current N.C.D.C.

Leadership.

During the past 10 months we have enjoyed fine co-operation from the N.C.D.C., and their efforts at designing and soliciting a strong design have been commendable. They engaged John Andrews, eminent Sydney architect who has worked enthusiastically on this project and produced a model which is both useful and exciting. The first indication the Institute had of withdrawal of N.C.D.C. support came at the Board meeting where they presented Andrew's designs to our members. They seemed obsessed with the cost and the size of the facility. Serious miscalculations and misapprehensions of the use and need for this facility were expressed by Mr. Powell. He is still labouring under the delusion that a banked track will produce the same results as a full size track to Australians, and that this facility will be used by a mere handful of athletes in one part of the season.

It was clear that, in this time of heavy budget cutting, senior N.C.D.C. management were withdrawing support because they had placed our indoor facility needs at a low priority rating. Further, it was disturbing to be informed by the N.C.D.C. management that we had seriously miscalculated our needs in this circumstance. Perhaps I'm wrong, but I consider the N.C.D.C. to be the important agency through which A.L.S. needs are conveyed to Cabinet and that little credibility attends their efforts as replacing us as the experts.

These concerns notwithstanding, we wish to place the following argument with you in the hope that initial submission for 1985/86 can still take place, and that our efforts at rationalising all our new building needs will not founder on the wobbly knees of current N.C.D.C. leadership.

May I make the following points:

- 1. Further conversations with John Andrews have strengthened our resolve to press for the monies needed to build this facility.*

2. *We are convinced that an Indoor Field House will satisfy the increased demands placed on the Institute to absorb community participation and that of special groups, e.g. Brigadier Hammett has signified that 1,100 incoming Australian Defence Force cadets will use the facility on a regular basis.*
3. *Our National Training Centre Program, which caters as you know for sports not resident at AIS, has suffered from facility restriction in the past. Over 1,000 Australians from 29 sports visit the AIS. each year for varying time periods. The availability of an Indoor Field House will help meet these pressures.*
4. *Every skerrick of forward planning tells us that when the Lend Lease Technology Park is underway, Executives and field people in their hundreds will be knocking on our door. We intend to promote actively their participation on a professional basis, especially at down times in our training schedules. We must have a Field House if we are to carry out this objective.*
5. *The sport of track and field in particular has suffered for 89 years now from latitude emplacement. Our athletes are constantly competing out of season in the world's biggest competitions. A reverse example was provided by Calvin Smith in the Australian Games this year. He ran brilliantly, recording 10.5 seconds for the 100m, which, although sufficient to bring victory, was disappointing in comparison with his World Record efforts. He was pleased, saying that he had come from the indoor circuit and was not used to racing in open conditions. Our athletes suffer this problem every time they take on the rest of the world. Even in Seoul '88, where longitudinal problems will be largely eliminated, our athletes will still suffer from seasonal displacement. The N.C.D.C. has suggested that we settle for indoor conditions similar to those of the Northern Hemisphere. We are determined that we will not make this kind of mistake and press for full consideration of our original plans.*
6. *It is also our intention to press for wider and stronger community participation in the activities of the Sports Centre. Schools, disabled groups, housewives and geriatric populations, all need to be actively promoted and welcomed to this Centre. The Indoor facility will make this worthwhile activity possible.*
7. *Facility construction at the Institute in its initial four-year period followed the lines of structures for individual sports and was mostly budgetted for on an ad hoc basis. Given the nature of growth and radical change, this process was perhaps necessary. At this time however, a rationalisation plan for our current and future needs must be prepared. I am convinced that the building of this indoor facility will put to bed large construction needs at the AIS. for the next 10 years. The \$26 million rationalised over the building needs of the next*

10 years does not represent an irresponsible amount of money, but rather introduces sanity into our construction projections for a Sports Centre which will go down in history as one of Australia's finest efforts. I am convinced that this type of rationalisation will stand us in good stead for many, many years to come and will represent long term economy.

Wind, rain and temperature problems will be solved by the latest Andrew's design. The versatility of this facility will extend beyond the realms of sport also, although we do not use this as a primary argument for the construction of the Field House.

John, there is real urgency in this request. We feel it is so important that we are prepared to lobby to the top if necessary, and will do so. However, we await your counsel with our guns loaded and our horses shod and saddled. Many thanks,

Yours sincerely,

JOHN CHEFFERS,

Executive Director

7 May 1985

Mr Rupert Murdoch

c/o News Corporation

210 South Street

NEW YORK, NY 10002 USA

Dear Mr Murdoch

You are a man of enormous vision, and an Australian who has lifted his sights from the local scene to view a perspective of humanity above the specific needs of any one country. Yet I detect there is still a strong touch of the Australian in your manifold profile. It is in the hope of appealing to that native instinct that I invite you to visit us at the Australian Institute of Sport in Canberra. We have been charged with the difficult, but challenging task of helping Australians compete on the world sports market. Currently we have thirteen sports resident in three states with another sixty-five sports enjoying our patronage on a short term basis. Two and a half thousand Australian men and women are being helped. The Government and the private sector are responding well but our enormous growth rate has presented us with a problem of space, facility and budget.

Enclosed are two pictures, one, an aerial picture of the Institute and second, a photograph of a model prepared by John Andrews for our field house. The field house is desperately needed as it will rationalise all future building needs for extra sports and provide our track and field athletes with the first opportunity they have had in eighty-nine years to offset the crippling effects of preparation and latitude. Olympiad after Olympiad our athletes have competed unseasonably with injuries incurred through preparation in such adverse climatic conditions. Japan, Europe and the United States regularly host the Olympics in a friendly injury free climate.

We envisage a field house like this sited in Canberra and constructed within the next two years. It will meet our immediate needs and also stand as a model for the various Australian states to emulate in the next twenty years. It is an adventure of ideas. It is a reaching into areas hitherto unexplored by Australian construction agents. And it is brilliantly conceived by the John Andrews organisation. Our problem of course, is money. We have the support of Mr. Hawke and Mr. Brown. The National Capital Development Commission supports us and was enthusiastic until rationalisation figures were revealed, \$28,000,000. Then it developed a predictable case of that common bureaucratic disease - wobbly knees. I have not the slightest doubt

that the National Capital Development Commission would happily construct our facility but will need to be directed by either the Government of an entrepreneur with vision and the income to back that enterprise. You are probably the only Australian who can help us with such an ambitious task.

The construction itself would rival the Sydney Opera House in genius of design, and I believe its functionality would outstrip any building previously constructed in this country. The Government has suggested that we should find at least part of this enormous expenditure and you do not need to be told that the current restrictive machinations of the 1985 budget present the worse conditions under which we could caucus for such a building. However, these difficulties are but a spur to us in our efforts to rationalise construction needs for the next twenty-five years. Mr. Kevan Gosper, whom I believe is well known to you, is co-requester in this letter.

Dare we suggest that the building be known permanently as the Rupert Murdoch Field House; or perhaps, Sir Keith Murdoch Field House; or perhaps, Dame Elizabeth Murdoch Field House; or whomever you so designate. We will, of course, fly anywhere in the world to present our case to you.

Mere words fail to do justice to the enterprise that we have going here at the Institute of Sport, hence our invitation for you to visit and to experience. Our excitement I suspect is similar to yours as you seek to expand and develop an industry that is so obviously remarkable and successful. Please be part of our drive to put young Australians on the world sporting map. I look forward to your response with similar enthusiasm.

Yours sincerely,

DR JOHN CHEFFERS

Executive Director

Initially the government was keen to build the facility. Plans for a smaller track were well underway but everybody agreed that a 200 metre track was not the way to go. American track coaches were full of condemnation of the detrimental effects such structures have on the legs of their medium range sprinters. One suggestion talked of a 300 metre track, but this would not do as the 2 curves were still too tight and a building big enough for 300 metres would not be of much use for other sports and would cost surprising little less cash than a full sized indoor fieldhouse. So I opted for the "real McCoy". It didn't take long, unfortunately, for the costs to blow out and, what was originally projected at around \$15 million, almost doubled a few months later. It was obvious that the government could not finance it alone - hence my letter to Mr. Murdoch.

A number of Australians in high places strongly favoured the scheme, Minister John Brown being one. Brilliant Sydney architect John Andrews came up with two exciting designs. Initially NCDC Commissioner Tony Powell thought the project feasible, it was when he turned it down, matters became very difficult. What a pity! The enclosed correspondence clearly indicates our need and the effect such a structure would have on Australian sport. Further, art exhibitions, motor shows, boat shows, fairs and other extravaganzas are crying out for this kind of facility. Many sports could have used it also and the community would have benefited enormously. In one fell stroke we would have equalized preparation conditions for Australian sportsmen and women with their heavily supported Northern Hemisphere counterparts.

I am confident that this project is not yet moribund. Perhaps the initiating impetus will come from a centre other than Canberra - the Victorians, for instance, have constructed a brilliant indoor tennis centre which cost them at least \$60 million and which ensured the Australian Open Tennis Championships would remain one of the World's 4 great tournaments for years to come. On this issue Premier John Cain's vision did not take a lead from the Federal Finance Minister, who had no vision whatsoever, rather it matched the challenge of competition.

The Residences

The residential accommodation was opened by the Prime Minister in October 1985. Two hundred and fifty study type bedrooms, bunk style accommodation for 50 visiting athletes - in for short stays and twenty-one flats, which catered for families or married couples comprised this building. The design was not unlike Boston's famous brownstones. This was not a concussed, drab, concrete block divided into cells. The athletes have uniformly praised its features. Lounges, a store, meeting areas and a billiard table, donated by the President of Australian Water Polo Association, added comfort to the athlete's lives. Access for the handicapped, neglected in the original designs, was enabled before the structure was completed. A fine residence for the manager was also a feature. I was anxious to preserve some class at the Institute, especially in reference to the use of the residential flats. Several flats were to be kept for visitors, especially Board members who needed not the comfort of a Canberra hotel. I set aside one flat to be used only at the Executive Director's discretion.

Unfortunately this action was totally misinterpreted and its use today has lost all of the original significance. The bureaucrats on the Board and those in middle management at the Institute frequently lacked appreciation of the need to preserve special areas for first class provision. It is like, John Silber, the Boston University Board criticizing you and Jon Westling for maintaining VIP flats at the University. This incident, and others, convinced me that a strong note of "grubbery" existed amongst the middle management officers and some Board members.

It didn't take long before the residences were in hot demand. A very good scheme of providing coaches with one or two rooms for recruitment and visiting elite athlete

accommodation was abandoned unfortunately, even in my time because other needs were so pressing.

Pat Clohessy reminded us of our dereliction in regard to hospitality towards athletes from overseas. Whenever Australian athletes, for instance, visited Finland they were given excellent residences free of charge in a number of centres and, although I'm sure this practice is not uniformly common, it is enough to highlight our miserable attitudes in this regard. My Managers' first thought in most cases was profit. I fought hard to preserve a policy where cost coverage was attained but profit relegated to a secondary objective. I likened the penny pinching attitude I encountered in Canberra to the airport departure tax set exorbitantly at \$20. The addition of \$5 tax for inbound tax greeting Australian visitors on January 1st of our Bicentennial Year was even more obnoxious. It suddenly took \$25 extra to purchase a round ticket overseas. The thinking behind this outrage was not difficult to isolate - bureaucratic Scrooges, slyly rubbing hands together informing ministers that the added tourism on this festive occasion should be cashed in on. It is with relief that I inform you, Dr. Silber, that this obscene imposition was reduced mid-year to a much more moderate \$10 departure tax with no incoming tax. I cannot tell you the number of visitors and Australians, too, who were angered by this excessive taxation. It is a classic example of the meanness that can come from public servants empowered with unilateral action. In the USA such a tax would have been immediately subjected to the deliberation of the courts and justice from a broader perspective enacted. The tendency in Australia for facile fund raising, solidifying into premature practice, especially in government circles, is a continuing problem.

Use

Some people call the Institute a Taj Mahal. The inference here is that its undoubted aesthetic appeal is like a 'femme fatale' whose beauty is only skin deep. This is not true. The pool was used for 18 hours a day, at least. The Weight rooms, Hockey surfaces, Basketball and Netball Courts and the Indoor Tennis Courts were in constant use. The Indoor Stadium attracted commercial as well as Institute use on a regular basis. The warm up track was heavily loaded during the afternoons and early evenings. The worry was the Athletic Stadium. This magnificent facility was still not being used well. We adopted the attitude that an Athletics track used rarely, was insufficient reason to justify its maintenance. Athletics is the jewel in the Olympic crown. After a small number of team sports, Athletics attracts principal universal interest. It is an exacting sport which demands the utmost care in facility provision. So, some genuine enthusiasts quarrelled with our position. The original concept of building two stadiums would have resolved our dilemma: one stadium for the footballs and another for track. But practical construction had given us a combined facility so my thoughts understandably turned to the various combination options. It was likely that with careful reconstruction the warm up track would become the Athletics facility. I am convinced today that it is possible to build a partially enclosed facility attracting around 5,000 spectators and solve all the problems with one sweep of the architectural pen. And such works would not be too costly.

Some criticisms were made by community members that the facilities were reserved for lengthy periods by the Institute squads. This is an understandable but unacceptable objection. It was important, however, for us to realize that we needed to plan some time to set aside for each facility for general community use. I was anxious to avoid the odium of the 'Fortress Bruce' label - not only must the Institute be for all elite Australians, but strong evidence of a 'trickle-down effect' to the average Australian must also be provided. General community time was enveloped in the schedules of each facility. In Gymnastics we gave time to the local clubs who absorbed these opportunities with great zest.

Problems

The Australian way of life with its preoccupation with weekends, barbecues, surf and football leads easily to an institutionalized shoddiness that plagues our produce. Heavy unionization has done little to relieve this problem. Although at the Institute most of the structures were sound, bordering on the excellent, there were some classic "boo-boos".

The swinging front door of the original offices and the electronic sliding doors of the new administration complex were a disgrace. Little thought had gone into the needs of the electronic barriers. If one travelled too fast into the building, for instance, one would be trampling on top of the door before it opened. And the action on the other side greeting the exiting person was the opposite. They would be whacked prematurely by sudden-responding doors. It was amazing how many pieces of correspondence were needed before this irritating deficiency was attended to. At one stage, mischievously, I wrote to Bob Hobson, requesting extra insurance coverage in case law suits were brought against us by inconvenienced visitors. My office in the new building was separated into two parts. Plum in the middle was a circular 'thunderbox' consisting of an impossible shower, washbasin and throne. It was impossible to use any portion of this apparition in privacy. Also the shower was constructed in such a way that waters, once unleashed would swirl freely around the walls, onto the floors and eventually, should the traffic be sufficiently heavy, onto the carpet of the office. In the face of NCDC intransigence, I held out against the completion of this monstrosity for several months. Unfortunately, the new Board Chairman failed to support me and the thunderbox was completed.

It stands today as a monument to enfeebled architecture, reducing the dignity of the executive officer and fuelling the cynicism of all doubters in the public service domain.

Management of the Bruce complex was the sensitive issue when I first arrived at the Institute. In the early part of 1985 we moved quickly to convince the Minister that the principal users should manage. Mr. MacDonald, wearing his Department "hat", fought us tooth and nail, all the way. Eventually, we cornered the Minister in a subterranean restaurant in Sydney. It was another occasion where John Bloomfield and I, assisted by Greg Hartung and other Institute officers worked in harmony to achieve a necessary result. John Brown wrote an important letter detailing that the Institute would henceforth

manage the Bruce complex. The silliness of the previous management arrangement was finally resolved.

Parking should not have been a problem in this expansive complex, but it was. Impatient Canberrans and visitors would turn off the key with the stationary vehicles facing all parts of the realm. We posted signs, the NCDC established parking bays, extra asphalted areas were established, but the Australian driver insisted upon parking his vehicle as close to his destination as could possibly be achieved. In this case, the reference to the masculine article is intended. My grounds people were constantly incensed over this practice. Administrator Bob Hobson would plomp into my chair in frustration, "John, I'm at my wit's end over the parking situation." We stopped short of towing intruding vehicles - preferring rather to fine the miscreants and request repair. John Silber, you will smile at this lenience - perhaps once again, I was raw in not toughening on this issue. I can only claim in my defense the need to maintain

"Aussie indulgence" - the issue was not important in their eyes, so I pursued a graduating toughness of posture rather than an executionary position. We find them, slowly.

The Rowers were the people to suffer from the drying up of the national coffers. This problem has already been discussed but, in the context of the future, it heralded in 'grubbiness' in the Institute development. The new era of the Department of Finance's vision was bleak indeed. There was little chance that we would achieve our mission of providing the best for the best while these creatures of darkness were given serious ear. From my position there was nobody in Finance who even understood our needs, let alone provided sympathetic argument.

Future

Perhaps a rejuvenation of the Labour ministry or a change of government will motivate some needed changes in Institute building matters. Certainly, new teams of enthusiasts were needed. Existing facilities around Australia must be used, which means that Tennis will probably end up in Melbourne, Cycling should be moved to the best facilities which are currently in Launceston and a number of sports established in the strong presence of Homebush Bay. If, on the other hand, the Institute is to be regarded seriously as a National entity in Canberra, then the Indoor Field House must be constructed immediately. Australians were not confronted with time delay problems in Seoul - but hemispheric problems or seasonal interruptions were and will continue to be the greatest hitch we have in preparing Sports People for world challenge. We cannot ignore the Seasonal effects upon the limbs and psyches of our young champions. I will never forget, as long as I live, the look on Paul Narracott's face as he informed me of a muscle pull in March of 1984. The kid had just beaten Carl Lewis in Japan over 60 metres - his class was obvious, yet training in the dank mists of a freezing Canberra Autumn caused precious muscle fibres to tear and international opportunities to depart. We cannot ignore the hurdles of our geographical isolation. Indoor training facilities are essential in

all parts of Australia if serious competition is to be engaged in at world levels. No amount of rationalization will change these factors. No ameliorating assurances from ministers will stay the winds or prevent rains from icing up the muscles of the Canberra performers. In the words of a young athlete, long departed from Canberra, yet very prominent on the world scene, "I can't train outdoors in Canberra, it is anatomical suicide, it is a competitive joke for at least six months of the year."

CHAPTER 8 Running on Gas

By February 1985 the Sleep-In was over with the full complement of Institute staff back in place and a lot of things awaiting attention. The next few months were so prodigious that I have coined the popular phrase 'running on gas' to illustrate how busy and productive we were.

The Coaches

Harry Gordon was interviewed on television in 1963. He was writing on the unique combination of athletic guru, Percy Cerutti and his Olympic gold medal winning charge, Herb Elliott. In response to a provocative suggestion from interviewer Merv Lincoln (himself a former great miler), the noted journalist talked of percentage effort from both parties. "It was 90 percent Elliot and 10 percent Cerutti." People argued vehemently over these statistics. In public posture Herb Elliott and Percy Cerutti both acknowledged the excellence of the other - so their contributions have not helped - but in private, their responses do away with the simplicity of this statistic. At the moment, the gun fired for the start of the 1500 metres in Rome in 1960, it was 100% Elliott for the next 3 minutes and 36 seconds, and, in spite of Percy's gymnastics, -he pumped a towel up and down, jumped the fence, fell into the arms of security and generally ranged like a compulsive stag on warm days- Herb himself had to run the full race. Yet a thoughtful Herb Elliott has often remarked on how important Percy was in the build-up to this world record performance. Percy's toughness and commitment were exceptional and in the earlier days this made the percentage of contributions perhaps even greater than 50 percent. So the barometer moves up and down and although many coaches are overrated, little serious achievement occurs without effective coaching.

The Institute coaches were an interesting group. We worked hard to secure some of them. Ju Ping Tian brilliant, successful, Head Women's Coach at the Chinese Gymnastics School for twenty years, joined our staff in January 1985. Our women gymnasts soon accelerated to the very fringe of world class. Her male counterpart and steadying influence, Warwick Forbes, after preparations in West Germany and California, led a Herculean effort to bring our male gymnasts into finalist contention. But there were few truly international coaches in Australia. Former captain, Val Roberts-Beitzel worked her fingers to the bone to establish the type of club system needed to produce champions. She anguished over the lack of support systems. Australian gymnastics was still a recreation by comparison with the overseas machines. President Jim Barry, Executive Officer Peggy Brown, Frances Crampton and Coaching Director Gene Schembri struggled hard, but we were still 20 years away from Olympic medal achievements save the pleasant odd surprise. Injuries didn't help either. When brilliant young gymnast Werner Birnbaum ruptured his medial meniscus in a landing from a double back at the end of an excellent floor performance, he temporarily ended our one entry into world gymnastics. He had won two bronze medals on the parallel bars and the rings in a recent tournament in Czechoslovakia. It caused the world to look again, if briefly, at the improving Australian gymnast - but his recovery was slow and his brief stay in the world circles was ended. If

this had happened in Russia or Japan or China or even Canada, the coaches would have said "Bad luck Werner - who's next?" And the next gymnast in line would have improved on his predecessor. "Who's next?" in Australia was always followed by a long silence. The only pool was a bunch of promising juniors who would take years to succeed. Writing this account in hindsight, however, has given me the opportunity to nominate Ken Meredith who did follow in Werner's footsteps and who performed brilliantly in the 1988 Seoul Olympics. Earlier in the Olympic year, Ken had won a gold medal in a major international competition in Czechoslovakia. Only the Institute and the conditions of excellent daily coaching could have brought about this fine achievement.

The three netball coaches were my nemesis. They could squeeze almost anything out of me - delightful characters, serious in application and very talented Wilma Shakespear, Gay Teede and Margie Caldwell were a credit to their profession. Australian netball was changing rapidly. After years of happy seclusion with our teams nestled comfortably in a trio consisting of Australia, Great Britain and those pesky New Zealanders, noises from the Caribbean were being heard. The world championship trophies would no longer rotate between these three. The growth of this wonderful game in the West Indies, the Pacific and Southeast Asia, now presented our ladies with a different composure - body contact, careless elbows, invective and even the odd stray fist invaded this rose garden. Rule changes improved the pace as new and more athletic players were needed. The game is particularly hard on knees and ankles - so with this new athleticism came a host of new complaints and injuries. Our coaches were anxious to acquaint and develop our teams for the new domains. We haven't quite got it right yet, though, as those cheeky New Zealanders keep sneaking in for the vital win, on the vital occasion. People have often asked me why New Zealand is such a successful sporting nation. I always reply that it is the desperate attempt of 3 million people to beat back the onslaught of 60 million sheep that keeps them so active. But I fancy that is not the complete answer. As communication reaches New Zealand last, they are still labouring under the delusion that the work ethic is important, that good food, proper training, hard work and constructive attitudes are the central ingredients of success. And, of course, one has to add one more important ingredient - their fanatical desire to wallop Australia, especially since our Test Cricket captain ordered his brother to bowl the last ball along the ground in a notorious mid-1970's confrontation. The incident signified the depths to which international sport can sink in this period. Bowlers began hurling the ball at batsmen's heads and spectators could be heard urging their champions to "Kill, kill, kill!" It was a scurvy period and one that perhaps we should quickly skip over in the important periods of Australian sport. Certainly, in the gentlemanly game of cricket, it was Australian head hunting in the early 1970's which sparked similar antics from their former victims in the 1980's - With one notable exception, the West Indies bowlers have been flinging the ball at Australian heads at around 100mph ever since. The one exception is, of course, the great Jamaican fast bowler Malcolm Marshall, who still believes in bowling at the stumps or with occasional deviation off a good length towards the slips fielders. And he has captured more wickets than the head hunters combined.

I hope, Dr. Silber, you'll forgive this dalliance with the little-known sport of cricket to an American audience. However, the chilling drop in ethics of international competition, evidenced between 1972 and 1978, fanned out to the Olympic sports as well. You are aware that many entrenched institutions became unhinged morally at this time. The world of international sport, like an obedient servant, reflected society's values all too accurately. It is good to report that, with the exception of soccer in England, South America and parts of Sydney, the sporting world seems to have settled down to a better composure in the 1980's.

Bill Sweetenham headed up an enthusiastic and dedicated group of swimming coaches. They were praised to the stars after the 1984 Los Angeles Olympics and 1986 Commonwealth Games, but damned incessantly after the Seoul Olympics. These coaches were constantly searching for ways to help the swimmers reach their peak at essential times and were expert in motivational techniques. I must praise our swimming coaches for their constant outreach to other coaches around Australia. Despite the odd 'juice-up' from some disgruntled mentor, usually from Queensland, or the southern coast of NSW, the Australian coaches' approach to world competition was unified and productive. A dreadful motor accident in 1983 in West Germany endangered Bill Sweetenham's right leg, indeed his life. Thrown from a moving vehicle through a faulty door, Bill had wrapped himself around a post at 30 mph. His good fortune was that a Police helicopter was passing overhead at the time, resulting in Bill being on the operating table within thirty minutes of the accident. The miracle of modern surgery not only saved Bill's life but reattached his limb at the same time. The ordeal of Sweetenham's right leg has continued, unfortunately. Poor attention in Canberra and a seriously ailing Bill led me in 1985 to have him operated on in Sydney. They found dead bone grafts inside his leg. His body has continued to wrestle with his injury since and interfered seriously with his final preparation for the 1988 Olympic team. The measure of Bill Sweetenham's courage is counted, however, not only in his efforts to survive this dreadful accident but in his ability to absorb criticism. Nobody in the history of the Institute has taken more flak than Bill and his team received after the Seoul Olympics. It is an indicator of continuing vitriol in Australian swimming circles and our determination to punish the unsuccessful.

Tony Rice, who had replaced Kelvin Giles as Head Coach of Athletics, became the quiet, resolved, knowledgeable and thoroughly decent doyen of athletics at the Institute. Nicole Boegman in the women's long jump and Peter Beames in the triple jump rewarded Tony for his patience with fine performances during 1986. Distance coach Pat Clohessy confirmed his good work, especially with Rob de Castella and a host of new women distance running protégés. Pat probably tried to do too much, but his efforts were appreciated nationally and internationally. Merv Kemp battled to establish throwing as did Norm Osborne with the sprinters. The success story of the Institute coaches, however, was the young Craig Hilliard. Given the multiple event athletes and walkers during his apprentice days, Craig applied himself with the attention and skill of a veteran -he has been rewarded many times over. Female walker, Kerry Saxby, established a string of world records and won brilliantly at international meets. Simon Baker notched a gold in

the Commonwealth Games in Edinburgh and walked brilliantly in the two Olympic events in Seoul. Jane Flemming almost stole the heptathlon gold in Edinburgh and surprised with a high placing at the Olympics two years later.

Institute athletics has also been blessed with the presence of two other coaches who filled in part time from their normal Institute jobs. Gael Martin was coached to two gold medals at the 1988 Commonwealth Games by the greatest woman thrower to precede her in Australian history, Dr. Jean Roberts. Unhappy with other coaches, yet anxious to stay at the Institute, it was fortunate that Dr. Roberts was prepared to coach the brilliant Martin towards those two medals. It was Jean's steady influence in the final days that permitted Gael to peak brilliantly on the required occasions. Gael Martin has featured in controversy many times during her career - those who know the woman, however, despair this publicity because it masks a hard-working sincere lass who is just a big kid at heart. Psychologist Brian Miller teamed with Dr. Roberts to help Gael to those two memorable victories.

The other part time coach, Sports Scientist Dick Telford, has also been very successful. He helped marathoner Lisa Martin for some time prior to the 1986 Commonwealth Games, but really directed her in the two years leading up to her grand silver medal placing in the Seoul Olympic marathon. Dick's expert knowledge in the workings of the body under endurance conditions and his capacity to both measure and interpret body signs was of immeasurable help to other athletes as well, Carolyn Schuwalow, and Andrew Lloyd being two successful examples. His efforts in educating all sports people on nutrition, especially the importance of fluids, has been greatly appreciated at the grass roots level and revered by the elite.

Reinhold Batschi ran a tight ship in rowing. His background in Eastern European sport coupled with the emancipation of West German training enabled Batschi to conduct a tough and very scientifically oriented program. His brilliant results in 1986, already referred to, produced inevitable disappointment in 1988 and 1989 by comparison, but the fortunes of rowing in the hands of Batschi, Peter Shakespear and Ellen Randel are not likely to suffer through lack of expert mentorship.

I was disappointed with Jimmy Shoulder's leadership in soccer. His "on the field" coaching was exceptional as was his knowledge of the game and it must be pointed out that Australian soccer was a snake pit of venomous criticism and sniping. But Jimmy's umbrage at times invaded the attitudes of his players. One unfortunate incident at an assembly where a young player, who later apologized, gave cynical comment in words beyond his own choosing exemplified my disappointment. Jimmy also wanted complete control of his own affairs to the point where articulation within the sport and between the sports at the Institute suffered. He resigned as coach in late 1986, which I was also sorry to see because I felt that he had the abilities and the knowledge to lead soccer into a senior posture in Australia. His assistant Ron Smith, former professional player in Great Britain, proved a worthy successor.

Ray Ruffels, the phlegmatic, rudimentary former tennis champion player laboured at the Institute from its inception. His salary was paid half by us and half by the Australian Tennis Federation, so "Ruff" travelled incessantly. The system of tennis promotion in Australia which included the Institute as a vital cog was undoubtedly working. The spate of brilliant young Australians currently performing on the international circuit supports this statement. "Ruff" and his helpers Helen Gourley, John Marks, Brett Edwards, Peter Campbell, Natalia Leipus and Geoff Damm must take most of the credit for this surge. The potential of Jason Stoltsenberg, Darren Cahill, Todd Woodbridge, JoAnne Faull and others cannot be denied. "Ruff" paid me the ultimate compliment two months after my resignation. He called Girrawheen inviting himself to dinner. After the meal, he spread his papers over the lounge room floor:

"This, Cheff, is my plan for the next two years," he said, and proceeded to outline an excellent program for competition, recruitment and training. I went over it with him in fine detail. When we'd finished two hours later, I looked at him, smiled and said, "Ruff, you know I'm no longer the executive director." "I know that," he said, "but yours is the opinion I wanted, besides the others are so busy running around evaluating everything that their doors are always closed." Ray Ruffels has been a stalwart of Australian tennis since the time he first picked up a racquet. My feeling was that this would continue for many more moons - it was a pleasure to have him as a coach at the Institute of Sport.

Both men's and women's Basketball were in very competent hands. The playing coaches, Jenny Cheesman and Phil Smythe were Australia's two finest point guards and respective captains of the national teams. Brendan Flynn, women's coach, performed creditably before taking up the administration of the Institute satellite in Adelaide. The jovial Pat Hunt was both popular and perceptive. He had the ability to stimulate youngsters to develop their potential. Overseeing this fine team was Dr. Adrian Hurley - an experienced veteran coach and performer. Long a colleague of the father of Australian basketball, Lindsay Gaze, Adrian had built an excellent model at the Institute. Brilliant youngsters between the ages of 16 and 18 would come in for two years' preparation before being drafted to one of the Australian national teams. With this model the best players strengthened rather than weakened the national competition. Australia's outstanding performances in almost squeezing two bronze medals in Seoul is testimony to the efficacy of the model and the efforts of the personnel involved. Australian Basketball knows it must build continuously and expose itself to the best in the world regularly before the breaks will come and I am confident that the Australian teams will pull a world surprise in the not too distant future. To those who have been privileged to watch the growth of this enterprise, it will be no surprise. My successor at the Institute, Mr. Ron Harvey, has been especially active in the sport of Australian Basketball. The judicious employment of (a maximum of) two overseas players by each team for the national league has guaranteed quality, while still ensuring that Australian talent is developed.

Charlie Turner was Australia's greatest Water Polo player. He retired to become the Institute coach and has grown into a professional, dedicated mentor. His assistant, Dean Cameron, played well, coached well and has now taken over from the remarkable Tom

Hoad as national Coaching Director. Tommy Hoad was the type of character it's impossible to dislike. He "pulled a swifty" on John Bloomfield and me during the September 1984 Board meeting where his enterprise permitted Water Polo to enter the Institute. The story, already outlined in this text, is sufficient to enshrine him in Australian sporting history and naturally we have long forgiven him.

I've already referred to the Brisbane coaches of Squash and Diving, but the coaches of Hockey in West Australia presented an interesting canvas. The thoroughly decent Richard Aggiss, or "Dodger", struggled with the vicissitudes of Australian men's hockey. He performed very creditably indeed as the Institute and Australian coach - his teams have failed only twice since 1983. Unfortunately those losses were in Olympic Games. Undoubtedly "Dodger" lays some of the blame on himself, but I do not think this is fair assessment. For some reason Australian senior players seized up in Olympic finals. We must look to Sports Psychology as a constructive way to terminate this aberration. Terry Walsh, Australia's finest-ever forward, admirably assisted Dodger with the Institute team. The quietly spoken Brian Glencross kept being elected by the women as the women's national coach. This might have been his finest initial achievement, but I'm being unkind. Brian was one of Australia's finest players, taking part in both the bronze and silver medal efforts of 1964 and 1968. His 1984 team lost the bronze on a penalty strokes decider with the USA, but in 1988 his wonderful team defeated the home side, South Korea 3-0 for the precious gold medal. The promise of women's hockey was finally resolved and the Institute of Sport was the principal cause in this winning venture.

I was not impressed with our women's Hockey in 1984 considering the team to be physically reticent alongside the Dutch and West German girls. Publically, I eat my words and salute the 1988 Australian women's team. They were magnificent in Seoul, Korea, and I guess I will be poorer for the cost of a noggin or two next time I sit at length with Brian Glencross and Pam Glossop, his excellent assistant.

I have left the sport of weightlifting until last, not because it is a cellar sport but because it is basic to all and has been devastated by factional cleavage for the decade of the '80's. Lyn Jones, former Welsh Physical Educator, and Harry Wardle, former British lifter and coach, headed the Institute team. Australian weightlifting had exploded in several directions when President Les Martin was dethroned in the early '80's. Factions developed quickly and fought incessantly. I refused to take sides, preferring to incorporate the working factions in a productive alliance. Most of the lifters in Australia were children of European migrant families. It was difficult to get them to live away from home especially in Canberra. We melded the Canberra squad with Sam and Paul Coffa's group at Hawthorn. During my tenure it was a very successful allegiance. Individuals like Greg Hayman in Newcastle, Robert Kabbas in Melbourne and Dean Lukin in Port Lincoln remained outside this alliance although they all received help when needed. Australian weightlifting was subject to the same tenuous problems of the international body - in two simple, frightening words, anabolic steroids.

Lifting a dead weight off the floor in only two permissible ways with techniques strictly regulated, is one of the hardest and purest motions we know. Because the knees will only flex and the anatomical situation at the shoulder is such that bending forwards is the only possible lifting position, the path of the heaving weights is not directly perpendicular. The presence of pathways forming an arc presents the problems of increased moment arm, loss of centripetal force, action-reaction and fractured momentum. The natural enemies are gravity and self-doubt. Cheating is rife and quick cures attractive. The ingestion of anabolic steroids, for instance, affects the pituitary gland in such a way that the physiological cross section of the muscle fibre is stimulated, greater water quantity is retained and a more aggressive psyche developed. Common knowledge is clear and research suggests the ingestion of synthetic testosterone, coupled with greater resistance training, will increase power and shorten recovery periods. The weightlifters have known this for a long time. Unfortunately the side effects are heinous - increased blood pressure, carcinoma of the liver, testicular shrinkage, etc. It is fool's gold - the promise of immediate improvement must be weighed against the distinct possibility that permanent physical disability - even termination may occur. There is a helplessness in the sports requiring pure strength. Participants believe that they cannot compete unless they take steroids. In the mid 1970's the situation was dismal. The philosophy "more is better" prevailed.

But this is not true today - the use of naturally occurring amino acids with special diet, specificity of exercise, overload and sports psychology, can in combination match the anabolic effects of steroids. Steroids represent the 'get rich quick' approach to resistance training and every coach and medico who recommends and supplies them needs a good swift kick in any of the proverbial areas of their collective anatomies. Richard Telford, acknowledging the undoubted benefits of Sports Science in the preparation of elite sports people, agrees with me.

The Australian weightlifting fraternity was thick with rumour of steroid use. I received several letters "<lobbing in" the other guy -the scene was nasty, but concrete evidence was never provided. Lyn Jones and the Coffas strongly denied any connection with steroids. As the rumours persisted, I decided to institute a system of random testing throughout the Institute. This practice began in mid-1986. It was, I reasoned, more important to ensure the future than ravage the past. At the time of writing, an Australian Senate Commission was investigating steroid use at the Institute of Sport. In a factual sense it discovered little beyond what was general knowledge. The provision of Parliamentary privilege merely opened the floodgates for people with axes to grind - to "dump" on their enemies. The incredibly selective witnessing belied credibility from most testifiers. The people who offered to witness were, by and large, the malcontents in the history of the Institute and most of them had been failures. Institute leaders Paul Brettell, whilst Acting Director, and, Ron Harvey, had unwisely given permission for Chief Medico, Peter Fricker, to use steroids in two knee reconstruction operations. Had these surgical procedures taken place in any other environment they would have been legal and beyond reproach - but not at an Institute of Sport. The international sporting community

has finally responded to the sinister challenge of steroid use. Sports people simply cannot afford to take this avenue for enhancement or recovery. I do not for one moment believe that Ron Harvey and Paul Brettell were performance enhancing but they were unwise to authorize steroid injection. Peter Fricker, Institute Doctor, was caught in the anomalous position of administering steroids for recuperation whilst at the same time being the scientific officer in charge of steroid detection. The Institute is the model for sports behaviour in the Commonwealth. The action on the part of the two directors left them wide open to serious criticism. I had spent my entire time at the Institute speaking and writing against steroids.

A Dr. Tony Millar, who managed the Lewisham Sports Medicine Clinic in Sydney was quoted as favouring steroids providing medical supervision was always present. This, of course, was the Eastern Bloc position - but it simply wasn't good enough to hear Dr. Millar speak in defense of his theories at a medical conference in Brisbane denying the significance of the side effects of steroids. He maintained official opinion on the side effects was exaggerated. My experience in over 20 years investigating this problem was considerably different to Dr. Millar's. In the light of recent revelations steroids are dangerous and unnecessary. On this issue I agreed entirely with John Brown who stated in Parliament that he would rather have a last placed, steroid free Australian than a cheating gold medallist, pumped up and blown out with illegal hormones. The Press, of course, made hay of a poor performance on one hand and a discovered cheating performance on the other. Either way, the press could not lose.

Assured by coach Jones that his weightlifters were not using steroids, I decided the only decent thing to do was to support him to the full and random test to both deter those of weaker will and defend the strong willed against false accusation.

On a much pleasanter note, the activities of the 46 satellite coaches in the first year of that program's operation were exemplary. It is great to report that no coach refused our offer nor the small fee that went with it - indeed the program which continues today (with over 150 coaches) is essential and appreciated and represented our most telling efforts to reach outside Fortress Bruce.

The Athletes

I do not propose to detail all athletic performances - that story is a book in itself, but it would be remiss of me not to mention some of the great athletes who passed this way.

Tony Franklen and Frank Farina were both members of the 1984 national soccer team. Pat Cash, Wally Masur, Anne Minter, Jason Stoltenberg, Todd Woodbridge, Jo-Ann Faull and Darren Cahill have all become household names in tennis.

The basketball teams have produced some of the more famous names in this growing sporting world in recent years - Andrew Vlahov and Lucien Longley are destined for greatness in that sport. Bronwyn Marshall in 1984 and nine other women players who made the 1988 national squad have represented the Institute with distinction.

In diving, Commonwealth Games gold medals went to Craig Rogerson and Shaun Panayi while the durable Val Beddoe with Jenny Donnet and Julie Kent won minor medals. In gymnastics, Leanne Rycroft and Monique Allen joined Werner Birnbaum and Ken Meredith in achieving international recognition in the upper echelons of their sport.

In rowing, the men's eight received "Gongs" (the Order of Australia medal from the Governor General) along with coach Reinhold Batschi for their wonderful world championship win in 1986 - Mal Batten, James Galloway and Andrew Cooper were still youngsters at the Institute in addition to being members of this team.

Greg Hayman and George Ikosedekas placed highly in world weightlifting championships and Ron Laycock and Paul Harrison represented Australia at the Olympics in 1988. In swimming, six medals were won by Institute athletes at the 1984 Olympics. Mark Stockwell won silver. Greg Fasala joined Mark and Neil Brooks to win silver in the 4 x 100m Freestyle relay. Glen Berrigen won silver also in his favoured event - the 200 metres breaststroke. Robbie Woodhouse, Michelle Pearson and again Stockwell competed for bronze in the Los Angeles Olympics. In the 1986 Commonwealth Games, Sue Landells (two), Georgina Parkes and Rob Gleria won gold.

The Institute Netball Team won the inaugural Esso Cup in the Australia wide competition. Gay Teede coached the Australian Junior team to two triumphant international tours as well. The Australian water polo team has continued to function in the top 8 teams in the world throughout its existence. As already mentioned, Institute personnel have strengthened our national hockey teams to the point of success with the women and the promise of success with the men.

In Track and Field in the two years of my tenure our results were a mixed bag. Gael Martin won bronze in the Olympics in 1984 and 2 gold in Edinburgh in 1986. Lisa Martin, after taking gold in Edinburgh in 1986, won silver in Seoul. Simon Baker won gold in the Edinburgh walk and placed well in both the 20km and 50km events in Seoul. Nicole Boegman in the Long Jump, Jane Flemming in the Heptathlon, Peter Beames and Neil Honey all medalled for Australia in the Commonwealth Games. Minor medals in Edinburgh were won by Paul Vandapi in the discus and by the hard-working Don Wright in the hurdles. The wonderful Rob deCastella won two Commonwealth gold - 1982, 1986, the first World Championship (Helsinki 1983), the Rotterdam marathon in 1983, the Boston marathon in 1985 in addition to two great runs in Japan during that period. "Deek", as he is affectionately called, is the Institute's star athlete to this time.

The promise of Squash was redeemed through Rodney Martin, Rodney Eyles, Michelle Martin and, especially Liz Irving - the latter was ranked fifth in the world in 1986.

The performance of the athletes continued to improve. Interested readers can examine them more fully in the various yearly reports.

From My Small Desk

At this time I was ensconced behind a desk of moderate size and cost. Later, a much grander version spread before me each day. It was known as the big desk. For a time, however, I operated from a small desk although the problems that passed by each day were no smaller than either desk - some indeed, dwarfed both of them.

On the 2nd of May 1985, I received a copy of Kevan Gosper's impending resignation which was to take place in October 1985. Naturally, we planned an appropriate farewell - this was a sad occasion for me. John Brown informed me that he had selected John Bloomfield to replace Kevin Gosper "whether you like it, or not." He had heard of our distancing but had not inquired of its nature or understood its consequences. I was not pleased with this announcement. John Bloomfield was a sincere, contributing person, but his vision of the future of the Institute was very, very, different from mine. Several times in the ensuing months, by telephone, John Bloomfield and I discussed future directions - he believed the time had come to pull in the sails and weather the fiscal storm. I felt that this was exactly the wrong thing to do - the growing Institute had not nearly reached full capacity - twenty sports would have been a minimum in my calculation. The government was still of a mind to continue growth, if slower in tempo, and the momentum we had gained after the 1984 Games had bred both support and rancour - two ingredients necessary for growth in a vital democracy. John Bloomfield functioned more like a bureaucrat than Kevan Gosper and his closest allies were the bureaucrats of Australian sport. He quickly established the principle "no new initiatives" and put the kybosh on support for regional institutes and interaction with neighbouring countries like Papua New Guinea, Fiji and Vanuatu. John was not strong in the Olympic Sports and did not enjoy close ties with the Australian Olympic Federation. His posture at earlier Board meetings before my arrival had favoured friendship but distinct growth from the Olympic body. In these matters, as well as with a future grand vision, we were at opposite ends of the continuum.

I believed that the Institute vitally needed a grand vision at this time. The bickering from many parts of Australia and the criticisms from parts of an irresponsible press made it essential that we be both successful in result and trendsetting in model. I wanted Australians to be very, very proud of their Institute, to model excellence at every level: nit-picking and penny pinching would not achieve this vision. We would, of course, stay within our allocated budgets, but we had to take risks, we could not be penny-wise and pound foolish. Only institutions with momentum attract sponsorship from the private quarter and only athletes with strong self-concept take on and defeat the best in the world. Youngsters and coaches, almost to a person, were thrilled to be there. I wanted them to be successful and to retire feeling successful - a strong alumnus is the making of a great institution, as well you know, John Silber.

Great events accrue to a successful institution like a magnet hauling ingots of steel. The best coaches in Australia, the strongest businessmen and women, the community leaders, especially teachers, must be our allies. Therefore, whenever we put on a show it

had to be first class - sponsor(s) functions, openings, tax summit demonstrations, seminars, Sports Science gatherings and assorted conferences had to be well-organized and impressive. The many visitors we attracted each day had to be impressed with the bustle, the function and the cleanliness of the physical plant and its busy occupants. I would serve good coffee and good Australian wines where appropriate. I entertained initially when there was nowhere to dine on campus, in good Canberra restaurants, and later, in various dining rooms set up around the campus. The grubbiness of "Penny Annie" would not do for this Institute. I entertained at Girrawheen and courted the best coaches, sponsors and administrators in the land over dinner tables in all parts of Australia. I talked about the Institute to any serious group who invited me, and I spoke well. To profile the Institute was a major priority in those days. It was exhausting and exhilarating and I do not regret one penny spent on this enterprise. Later in 1985 I was criticized for these actions - but a thorough audit established that most of the criticisms amounted to nothing, for which I was glad. The Australian Institute of Sport was a brilliant innovation, worthy of selling and infinitely worthy of investment. My enthusiasm was needed so I opened all stops on this sporting investment. The vision was indeed grand, many words were penned and many a debate was engaged. I shirked no media appearances, whether pleasant or unpleasant, and I called upon my friends and foes to unite in an effort to bring Australia into competitive alignment with the leading nations of the world. Coaches, Athletes and Administrators - we all had to be excellent.

CHAPTER 9 Initiatives with the Tanks on Full

It is inevitable in times of great change that the most noble and ignoble of human behaviours spring quickly to the fore. Initiatives many times bury past behaviours so deep that people will fight tooth and nail to preserve the status quo. At the AIS our existence precluded long traditions so the Institute itself was not the problem. The incumbent, historic traditions of Australian sport and its cro-magnon practices were, however, a major stumbling block. Our sport had developed in the image of the British recreational system. Schools, Amateur Clubs, Old Boys' and Old Girls' Associations and an eventual "Professional Sport" product were the bases of this system. People didn't regard sport as work; it was, essentially, recreation to be indulged in during leisure time. In spite of the statistics on newspaper readership, the fact that weather and sport always anchor even the best news programs on television and that the loss of a one-day cricket match to the West Indies or worse still, England, or catastrophically, New Zealand, the Australian intelligentsia (and their pretenders) still relegated sport to non-essential status. What a mistake! Australians are more serious about their involvement in and the results of their sports teams and heroes than they are about almost any other aspect of daily living. Only global conflict and spouse infighting rate more fundamentally. It is time, therefore, that we recognized this fact and improved the entire milieu of sport, sports participation and its many ramifications. It was not that any of us eulogised this state of affairs, it was just common sense to study an existing juggernaut, an influence that was thoroughly pervasive and had been neglected by serious science and philosophy for far too long.

Projects on the Run

We decided to engage an internal auditor to maintain fiscal responsibility throughout the year. Price Waterhouse, a universal accountancy firm, was chosen amongst several fine bidders for this project. The introduction of assemblies for students, coaches and administrators already referred to was a very successful move. We asked the Esso company to help fund a Resource Center on a sliding pay basis; they would put up the initial capital and we would assume more of the responsibility in the succeeding years. It was an excellent scheme, precious to the heart of chief initiator and librarian, Nerida Clarke; unfortunately, although Esso liked the proposal, it was not funded. At Bruce MacDonald's suggestion a book on Australian sport was written and produced by the government printer. It reflected the thoughts of a number of leaders at that time. Edited by "Old Soft Tongue" the book was well received. Greg Hartung, as his parents intended, had carefully guided the Australian Sports Commission Bill through the two houses of Parliament. A former journalist with the "Australian" newspaper and an excellent sports administrator, Greg set about doing all the things the Institute had no brief for. The disabled, non-institute sports people, national sports administrators, facilities, grants in aid, policies, and so on; there were 105 Australian Sports bodies needing help. Australia needed a Sports Commission, although at the time Greg and I agreed that one day the two institutions would probably merge. With the benefit of hindsight and at the time of writing, this fact had just occurred (1989). I sat with Greg in the Senate during the final speeches in 1985. "My God", some nonsense was spoken that

day! It seems that the parliamentary privilege of free speech was invented to mesmerize common sense. One character from Queensland, who'd got all his facts wrong, spoke at length against the Institute, which had nothing to do with the Sports Commission in this debate. It is the duty of the opposition to pinpoint weaknesses, not to offer studied stupidity as its fare, and although this harsh term could not be used against most of the Opposition members in the throes of 1985, it certainly applied to the leader and one or two of his close associates.

We decided to push several new moneymaking schemes as the coffers were running low. I sold space on the auditorium seats for sponsors names at \$150 apiece (a copy of the brochure is on the next page). The names of those purchasing would be permanently affixed to the back of the seats, and I set an example by purchasing four in the names of my children: Paul, Mark, Leigh and Andrew. The project was quickly subscribed, and the money used to create the Gary Knoke Memorial Scholarship Fund. Interest from this investment would annually fund a scholarship for a deserving athlete . The athlete did not have to attend the Institute, so the benefit extended beyond the grounds of Bruce. At the same time we conceived the plan of selling the room names in the residence for a gentle \$10,000.00 each. Many promises were made, and six or seven sold quickly.

The grand collaboration with the Kellogg's Company began also around this time. I enclose a letter from senior product manager, Keith Whiteside. You will appreciate the potential of this project, Dr. Silber, by perusing the profit in just one of the six states (NSW) in an inaugural three-month period. Barry Macmillan, the new marketing executive of Australian tennis, talked us into a three-year sponsorship of \$30,000.00 per year with the proceeds being used exclusively for tennis. Our policy had been to deposit sponsorship monies into a general fund for promotions at the discretion of the Board. Tennis' position, however, was appreciated, and we accepted their conditioned offer.

I went to Ballarat three times in 1985. It was in 1850 that gold was first discovered in Ballarat and the world rushed to the cold slopes of its gentle hills seeking instant fortune. These gold fields offer some of the more exciting stories in the history of Australia. It was here that many Orientals came to work in the diggings and were thoroughly discriminated against. The wealth of Ballarat accelerated the financial stability and importance of the great city of Melbourne, sixty miles to its east and a mere 15 years older itself. Ballarat has excellent sporting traditions, especially in cycling, rowing, football, track and netball. Australian table tennis is virtually situated in Ballarat and three excellent tertiary institutions attract students from a large catchment area. A reputation for quality attends most enterprises in this provincial city. I spoke at the Sportsman's Banquet, the Annual Rowing Championships Dinner and at the College of Advanced Education during a Sports Medicine Conference. Like so many successful provincial areas, Ballarat thirsted for input from the world at large. It was also an excellent example of ecumenical cooperation; the Catholics, Protestants and atheists all liked each other in Ballarat.

BECOME A FRIEND OF THE INSTITUTE.. SEAT YOURSELF WITH US...

215



'Friends of the Institute' program has been specifically designed to enable you to become part of the development of the Australian Institute of Sport.

For a **once only** payment of \$150 your name, company name etc. will be appropriately inscribed on a plate which will be attached to one of the seats in the new Frank Stewart Training Centre Theatre. Your involvement is 'in perpetuity'.

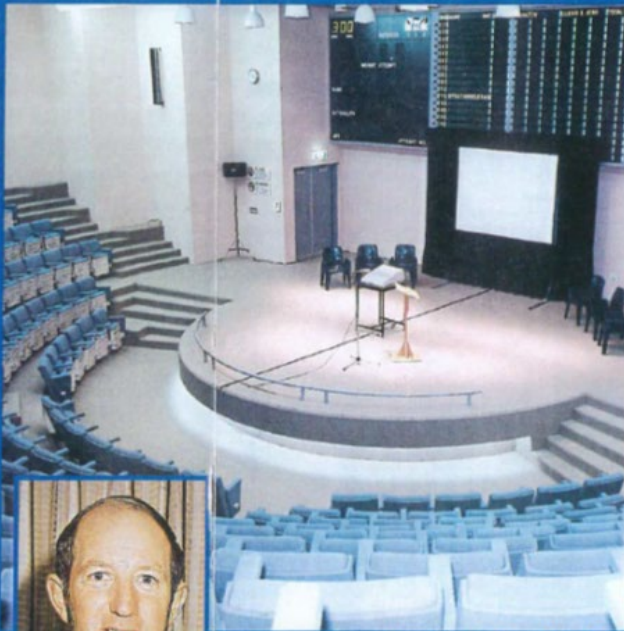
This new, ultra modern theatre of some 360 seats is used for many and varied activities by the Institute and outside groups and attracts considerable attention.

Your 'Friends' seat sponsorship will go to a fund for a special Track and Field Scholarship commemorating the late Gary Knoke - one of Australia's leading hurdles coaches who passed away in 1984 after a long uphill battle against cancer. The scholarship titled the 'Gary Knoke Scholarship' will be funded by the Friends of the Institute program.

Your involvement with the 'Friends' program will also be publicly recognised by an honour board at the entrance of the theatre. Your name will be listed on this board, as a contributor to the Australian Institute of Sport.

In addition to the above you will receive:

- ★ recognition in our annual report
- ★ a copy of our regular A.I.S. bulletin
- ★ a V.I.P. kit with badge, banner, tie and information bulletin



Theatre in the Frank Stewart Training Centre



GARY KNOKE TRIBUTE

Formerly one of Australia's top athletes, Gary had been the Sprints and Hurdles coach at the AIS since its inception in 1981.

Gary, 43, represented Australia at the 1964, 1968 and 1972 Olympic Games and the 1962, 1966 and 1970 Commonwealth Games. He held the Australian 400m Hurdles record and won 7 national titles between 1965 and 1973. In 1966 Gary was ranked No 1 in the world after winning the US vs Commonwealth match in Los Angeles.

A leading coach since 1975, Gary trained many top sports-people including Los Angeles Olympians Paul Harecourt and Don Wright, as well as Commonwealth Games gold medalist Gary Brown. Brown broke Gary's 10 year old 400m Hurdles record in Brisbane in 1982.

Figure 4 Promotions of AIS



Aerial shot of the Australian Institute of Sport

216



Sports Science and Medical Centre



The room entrance with sponsor's plaque

of Directors and will concentrate on applied or field support measures for our sports people.

The room fee is \$10,000. No additional names will be added to these facilities and a convocation of investors will take place through publication or visitation.

Dr John Cheffers
Executive Director
Australian Institute of Sport



Figure 5 Residents promotion

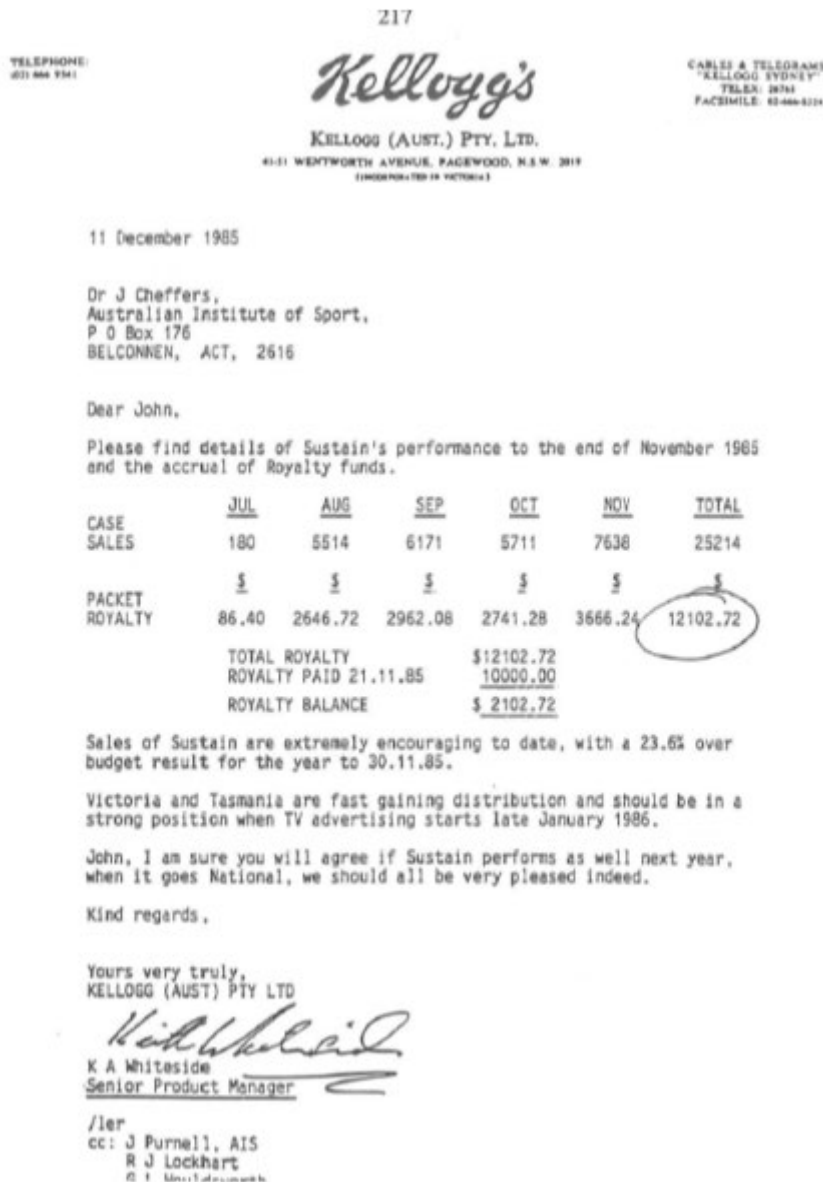


Figure 6 Kellogg's letter of sales

Principal, John Sharpham, successfully negotiated his college into affiliation with Melbourne University, 1989. The significance of this action will only be appreciated in the years to come. After an unfortunate eleven year absence, sports sciences and physical education were being returned to one of Australia's finest two universities.

The Lend Lease Corporation had set up a generous sports foundation concentrating on youth. The scheme had mutual benefit as happy children bring parents to shopping centers which sponsor sports and we needed responsible grass roots organizations for the developmental phase of recruitment and early teaching. Several times a year, groups of Institute coaches and athletes joined Lend Lease executives at shopping complexes for a scheme that John Purnell entitled "Come 'n' Play Sport Weekends." In May of 1985, I

accompanied this team to Darwin in the northern reaches of the Australian continent. It is a city of extremes in dewpoint, population and experiences. Darwin responded hospitably to our visit especially through the efforts of its delightful mayor, Alec Fong Lim, who welcomed us individually. Dawn Fraser accompanied us and performed creditably in spite of a troubling domestic upset. At this time, Dawn was struggling with her directions in life and the domestic problem helped her little. She handled the crisis well, showing similar courage in this situation that she did on so many occasions in the world's swimming pools.

Australian Olympic Federation Vice President, Geoff Henke, invited me to visit the ski slopes of Fall's Creek. I took Personnel Manager, Joan Faull, along. It was evident that the fledgling Australian winter sports group needed Institute help. They had been ignored, mainly because their results in world sport had not yet been spectacular and because frozen waters in Australia lasted but two months, and then only on our highest hills. I call them hills because our tallest mountain is a little over 7,000 feet. It gets cold in many parts of Australia, dangerously so. Any continent with as much desert as we have will promote severe weather conditions, but our lack of enduring frozen conditions support not lengthy winter sports seasons. I promised I would do what I could for Geoff, and received sympathetic attention in Canberra. But governmental and bureaucratic feet were not winged on this promotion. I also visited Cairns. Northern Queensland is an area that knows nothing of snow and ice, except in whiskey glasses, where the demand is unceasing. The air, the dining tables and the spirited atmospheres are in no danger of dehydration. It's good to report, though, that generosity is not in short supply, either. Rotary clubs, sportsmen's associations and country towns from Northern Queensland all made substantial contribution to the Institute and Australian sport and continued to do so in my time. It was good also to meet up with Queenslander Vic Reynoldson, weight-lifter, coach and human being extraordinaire. Vic had been in a wheelchair most of his life, courtesy of a motorcycle accident. His refusal to lie down and die, however, produced world weightlifting records and many fine athletes emerged through his compulsive energies. Years before I had met Vic, when we were struggling to help young Australian throwers reach world listings. His efforts are enshrined in the history of Queensland sport, and I trust appreciation will follow at national levels.

Anxious to provide the very best direction for our culinary efforts in the new residences, we lured a colourful and perfectionist German chef from the U.S. Space Station, Tidbinbilla, just outside Canberra. His name was Heinz Assel and his abilities in the dietetic world were legendary. He stayed with us for a little over nine months, then left to start up his own bakery business in Canberra, and I take the blame fully for this loss. Waxing poetic at one athletic assembly, I urged each of them to reconsider the directions of their lives; "Take a risk," I said, "before they roll you over and bury you disappointed, disavowed, without ever having reached your full potential." The next morning Heinz was in my office thanking me for that great speech the previous day and resigning to start up his own "risk" (a home bakery shop) in Canberra at the beginning of the next month. My big mouth.

An enterprising character called Barry Neame, who was Executive Director of the National Volleyball Association, seduced us into a project at this time, also. Unable to get volleyball into the Institute, he set up a defacto Institute member at our perimeter. Talented schoolboys and girls were billeted with local families and practiced at the Institute daily. Instead of using his visiting monies in our National Training Center Program, he requested daily time and sport science/medicine support. It was an excellent scheme so we happily cooperated.

The weekend of May 23, 1985, was particularly rewarding: our preferred hotel and travelling company was the Travelodge chain; they extended wonderful facilities at economic rates and gave us preferential bookings at their hotels throughout Australia. John Purnell and I were guests of their executive in Sydney on an eventful fulfilling Saturday night. We dined in consummate luxury and ease. The next day I flew to Hobart to assist Barry Stanton to conduct a teachers' clinic in association with the national Track and Field body. We rolled up our sleeves, donned track suits, uncreaked sagging bodies and ran and jumped and threw with Tasmanian coaches for four enjoyable days. The press and television outlets followed our every move. I was delighted with the venture, and a little surprised upon arriving back in Canberra, to be censured by people whose names we'll not bother to mention.

Executive directors administer, they are not coaches; they should be behind their desks, not on the fields and the tracks; their assessments should be in the stands, not on the grounds.

You can well imagine, Dr. Silber, that I rejected these positions totally, and continued these developmental marketing efforts during my stay at the Institute.

Dick Telford and Jean Roberts conceived the idea of universities granting credits for their students visiting and working at the Institute of Sport, especially in sports medicine/sports science. Scholarships were awarded to cover the costs of these students, and a thoroughly worthwhile scheme was introduced. It was at this time that I posted Jean Roberts to Sports Science to help Dick with his many administrative matters. Some people misunderstood this appointment. Unfortunately, it was reversed after my departure coincidental with Dick Telford being demoted, two actions that were detrimental to the Institute.

The Minister, John Brown, kept nudging me on Institute promotion. "I want it on the front pages of the best newspapers, John," he would say. We were doing our best. John Hourigan of The Canberra Times expressed a wish to work more closely with the Institute, so I appointed him our agent at a modest fee, not to get more space in his newspaper -- we already had that -- but to promote the efforts of our people in the many provincial newspapers around Australia, especially our athletes' hometown journals. Robin Poke, Sports Editor of Capital Seven, which was Canberra's only commercial TV station, approached me with a similar concept. Indeed, he applied for a full-time position with the Institute. It was a delicate situation as Robin had always been scrupulously fair

when dealing with the Institute, yet his qualifications did not ideally fit the job we had advertised. I asked him if he would accept part-time agency status similar to John Hourigan. Readily, he agreed and developed a scheme for feature video coverage in the major cities in rural Australia. The fee of \$5,000.00 per year was small potatoes for each of these fine journalists. And I made a further appointment: Popular but controversial television personality, Norman May, was engaged to promote the Institute. In addition to his television activities, Norman was a much sought after, guest dinner speaker. His regular columns and access to all parts of the media made him an ideal choice. He was not everybody's cup of tea, as board member Libby Darlison ferociously reminded me a month or so later, but he was a strong appointment. John Brown had requested that I do something for Norman, who was about to retire from his regular duties with the Australian Broadcasting Commission. I was severely criticized for these actions by two board members. They felt I was buying publicity. I smiled at this charge. The duties of the three media people were clearly spelled out and their presence as consultants to the Institute was legitimate and insightful. To this day I reject any suggestions of impropriety for an action that helped promote the Institute, a charge I had been given the day I first arrived in May of 1984.

Michael Cleary and Premier Neville Wran of New South Wales opened the New South Wales Sports Academy at a lovely retreat just north of Sydney called Narrabeen. I attended to give support but did not appreciate the political nature of this opening. Similar sentiments were experienced when the Homebush Bay Hockeyfields were opened a few months later. I felt the Labour politicians were making a big mistake by not inviting Opposition party members to attend. There was no doubt that the ruling party would get credit and should -- for their efforts in establishing the various sporting institutes but the maintenance and working health of all national bodies is dependent strongly on bipartisan support. In making a political football out of their achievements, the New South Wales Labour Party was setting the stage for eventual rejection, which happened in 1987. I was happy, though, to work with politicians from all parties. A delightful, gracious rural Labour Representative, John Snow, asked me to present the prizes at the annual sport dinner in Bombala, a dairy district in the forgotten southern pocket of New South Wales. With daughter, Leigh, and youngest son, Andy, I made the long journey on a cold Saturday night in July. Eleven-hundred of the 1500 people in that entire district turned up. They danced before, during and after the presentations. The old hall literally bulged with swirling happy bodies. The women baked the entire feast, which was sumptuous, and there was not a beer left in any bar in Bombala; it had been sequestered for this moisture laden evening. I was glad. For this evening brought me close to grassroots Australia in the rural confines. People would rush up, and embrace and land juicy kisses on cheek and lip. There was a grand spirit on this festive evening. Pimpily youths were the main recipients of the prizes and responses to speeches were short, mumbled and mostly off the point. Each, however, would be greeted with uproarious applause, adding to the discomfort of the singled out youths. After this occasion my suggestion to combat apathy, cynicism and corruption in official places is to spend at least two such nights with the real working

people of Australia. Or perhaps we could bottle their enthusiasm and sprinkle it over our national institutions.

Many, many visitors called in to my office and sat opposite the new desk. The Chinese, in particular, came in the droves. One visitor, who I'm pleased to say stayed permanently, was Steve Haynes, National Coordinator for drugs and chemical dependencies in sports. Steve had been with a private body but was now working for the Australian Sports Commission. He and two other important national positions were transferred permanently to the Institute grounds after an agreement with Greg Hartung. It made sense.

New board member and five time water polo Olympian, Peter Montgomery, suggested we approach the new Banks for support with the computer program. We chased hard, but our efforts fell on barren grounds. One is tempted to say that bank support is capricious, but that assertion was belied in early 1986 when the ANZ Bank supported our National Training Center Program to the tune of \$100,000.00 per year for three years.

I was busily preparing papers for the World Convention scheduled for New York in August of 1985. We had just launched the new sports magazine EXCEL and had developed an encouragement plan to reduce the waistlines of Australian politicians.

Minister Susan Ryan was the most visible in this scheme. Each morning she swam in our pool, giving more than token support to the Institute and its fare. Susan's waistline was never large to begin with, but it remained trim as a result of her efforts in the Institute pool.

Initiatives were pouring from management, coaches and athletes at this time; the place was alive. I awarded spot merit to a number of people for excellent results. We needed money as we were growing so rapidly, but we were spending what we had wisely. I was later criticized for having too many official dinners, but those who squawked had no appreciation for the intensity of our operation at this time, and even when we had in-house lunches, the topics were development, initiative, energy, effort and the results can be seen in the great dart forward which occurred at the AIS in this period.

On the Darker Side

A character appeared in my office called Rodney Groux. He assured me that he had played football against me many years before. In my dying years as a footballer I had played with the second division club in the town where I was teaching, Box Hill. In our endeavours we would engage such other clubs as Port Melbourne, Brighton-Caulfield and Sandringham. These three clubs had a reputation for using the less angular parts of their bodies to get matters rolling. Rodney assured me that he and I had squared off on at least two occasions in that dim past. I can't recall either of those incidents, but do remember some torrid moments with those teams. Rodney seemed an obliging fellow, although his self-proclaimed talents were extremely expansive. Minister John Brown had asked if we could find a place for Mr. Groux in some capacity that would enrich our days. It did not

involve salary, so we agreed. We asked Rodney to oversee an inventory of our overworked equipment and facility storeroom. We didn't see much of him in the ensuing days and wondered at the strength of his commitment although his assurances were always sincere. Later, when Mr. Groux publicly attacked the Minister in Parliament, the matter became a heavy political issue. We were sad to see Mr. Groux ridiculed in the process. The Federal police had established that on occasions he had lied about his credentials. He had achieved some notoriety in the mid-70's in exposing a scheme of selling kangaroo meat for beef, but his credibility by 1985 was quickly ebbing. The Rodney Groux story is typical of many that come and go in the web of national politics. Much of what Mr. Groux said might have been true, but his reputation was in tatters and his believability unstable. I regretted this affair because it created a situation where nobody was the winner. Even the Prime Minister, Bob Hawke, entered the fray to support his beleaguered minister in a particularly vitriolic parliamentary session.

Another problem was the tendency for Australian national bodies to self-destruct. Australian swimming provided example after example where States, coaches, even swimmers set upon each other with fury and spite. The Queensland association, led by its secretary Greg Lalor, was a perpetual offender in this regard. Victorian Netball suffered likewise when its executive director was accused of misspending monies. I had agreed to providing some developmental monies to this organization, but had withheld payment, as a smell of dissatisfaction had reached our Bruce complex invoking caution. I don't know how the matter was finally resolved, but on that occasion we nearly got our fingers burned.

By this time the government was relying on the Department of Finance to restrict spending. I could get no sense out of this group and placed the blame mostly on the new Minister, Peter Walsh. For some reason he had featured in an earlier political group called the "Rage", and he'd carted this unfortunate approach into his ministry. We couldn't even get Finance to talk with us, so I decided that an unusual approach was needed. I wrote two letters and asked my senior management team to make a recommendation on which one to send. The adventurous wanted letter #2; the conservative advice was letter #1. You may wish to join, Dr. Silber, in this decision making, for it involved considerable risk to my reputation around the town.

I wrote also to board members presenting the two letters and the eventual decision was Letter #2. The first letter would have received the typical bureaucratic response, continuing the perpetual game that's played around Canberra. Letter #2 received no response, although it was interesting to hear from one journalist that the Finance people had worked on a response unsuccessfully for several days. Budget times are endless wrangles of tepid and poisonous memos and counter-accusations. The haves accuse the have-nots of interposing fat in their budget, but fat intrusion and fat detection assume absurd proportions as bureaucratic monuments to distrust and envy are constructed. I decided that our position as a growing institute could not be compromised, that we would not alibi for poor results, so we needed to fight like tigers at the funding sources themselves.

Letter No 1

16 April 1985

The Secretary

Department of Finance

CANBERRA ACT 2600

Dear Sir

I refer to my letter of 20 November 1984 in which I asked to have discussion with your Department concerning the staffing requirements for the institute's Residential Complex.

Progress to date on this has been, far from satisfactory. The Residence is due to be completed by mid-July. It is imperative that the staffing issue be resolved within the next few weeks. The Institute simply does not have the resources to continue to provide Chapter and verse on every issue raised by your Department. I should have thought that a decision could be made on the information so far provided - if further information is still required perhaps discussion with the institute may resolve the issue core quickly.

To reiterate the point: a decision on staffing within the next few weeks is essential to enable planning to continue. We will not open the residence unless reasonable support is given. Our request is in accordance with policy decisions of the Government and I am surprised that your Department has been so slow to react.

Yours faithfully, John Cheffers

Letter No 2

16 April 1985

Mr Ian Castles

Secretary

Department of Finance

CANBERRA ACT 2600

Dear Mr Castles

On 20 November 1984, I requested discussions about a number of matters to do with the financing of the Institute and in particular the staffing

requirements for the institute's residential complex. Communications since that time have been unsatisfactory and unproductive. Rather than engage in accusatory dialogue I would rather advance an analogy.

The football we play is torrid and unpredictable with our side representing Australia sports men and women, and on this occasion, the energy representing the combined opposition at the Edinburgh Commonwealth Games in July 1986.

The Canadians, British, the West Indies, New Zealand, and a host of other nations in Africa and on the Asian continent, are capable of producing winning plays. A large Australian crowd, impatient and condemnatory, has gathered to watch our play this year. As we go towards the final preparations for 1986, we feel that our position represents 2 team that is ten goals down with one quarter to play

Goals have been scored against us by the refusal of legitimate additional estimates, limitations on staffing, are the failure of Government departments to appreciate the tremendous growth rate of this team. We have pulled several hamstrings as a result of these restrictions. Our players are keen and skilled but the whistle has sent the ball in the opposite direction too many times this year. Parochialism in the field has winded that whistle often, and our decision to travel the legitimate but difficult approach of drug free preparation, has produced shill proportions in that fateful whistle. Under this standard, however, we have continued to struggle together with fairness and vigour to gain the favours of the other umpires. As we face this last quarter we have a number of alternatives.

- 1. Withdraw the team from the field and blame the stresses for position.*
- 2. Continue to play with continuous protestations of frustration leading to the justification of alibis and reasons for failure*
- 3. Get angry, and charge in, kicking shins, promoting public brawling to prove that we are tough.*
- 4. Check our fundamentals and begin pegging back the opposition, goal by goal, minute by minute, until we establish the type of momentum which will bridge the gap and make winners of us once again, and whether we achieve final victory or not, the effort will have reduced the winds of alibis to an inconsequential flutter.*

Our efforts in the final quarter will centre around the residential complex, the careful need to monitor diet, the continued recruitment of the best staff and students, adequate competition and travel, a continuation of the improved image, virile sports medicine and science input, and an increased use of ideas to combat the opposition's guile. We must win the ball ten times to their one.

Canada has allocated over \$65,000,000 to their elite sports efforts this year, much of which is directed towards Edinburgh. That is muscle, so we can expect them to win the ball a number of times in final quarter. They even had the audacity to try and recruit one of our best players or at least sideline him: during this last period. My predecessor, now Head Swimming Coach of Canada, recruited my Head Swimming Coach Bill Sweetenham with enticing fare quite recently. Bill is our ruck rover: without him to task will be indefinitely harder and in the end the evaluation of the team will fall upon our coaches and players. Other essential elements of the group effort are doctors, trainers, administrators, ticket sellers, groundsmen, gate keepers, parking attendants and those responsible for public relations and marketing. May I say, Mr Castles, that the Department of Finance is part of team, and although it will not receive any condemnation should we fail, it will probably not receive any praise if we win either. Finance is part of our team. The enemy is not Canberra, or the bureaucracy, or the Public Service, or South Australia, or any of those in our immediate vicinity. As the coach needs the support of the Club, and the players need to feel that the pipelines will not close behind them, we need you to realise that you are part of this team, and that currently we are still ten goals behind with one quarter to play.

Please let us get together and discuss the play so we can win this one.

John Cheffers

Team Captain

I had some detractors inside the Institute, too. Bureaucrats working in Administration, Finance and in Personnel who knew nothing of my vision for the AIS, formed a disconnected but injurious "slush team". One middle management type looked at the cost of my desk and started a rumour that ended in a public accusation that was hurtful, inaccurate and misinterpreted. Unfortunately, her vision on this, and other occasions, was scarcely beyond the bounds of myopia itself. All bureaucracies and pseudo bureaucracies have slush systems engaging in the sleaze. Sometimes it is harmless gossip, which passes ineffectually into history, but where the malice reaches eager ears and vindictive minds, inaccuracies and misinterpretations take root, multiply and cause great harm. Pierre Augustin Caron de Beaumarchais wrote eloquently on this matter in his classic story, *The Barber of Seville*. More of this problem in Chapter 11.

Peter MacDonald had increasingly crossed the paths of Personnel Director, Joan Faull, and Financial Administrator, Bob Hobson. I had given Peter a year to win his place on the team, but could no longer ignore the complaints of middle management so I agreed to let him go. It was not a popular decision with a small number of malcontents. Peter was a friend of departed coach Kelvin Giles. Although I made no connection in the

performance of their duties, I'm sure Pete Macdonald felt that the impetus for his departure was me. I was the last to agree to his severance, and it is good to be able to correct a number of false impressions, which have circulated on this matter until now. My concern was that Peter MacDonald was not able to handle his role as student counsellor as effectively as the position demanded. On the weekend of his departure, a poorly produced, insulting anecdote was copied and placed in the boxes of senior management.

Overheard at a recent AIS 'VIP' junket:

Australian businessman talking about grandsons:

"I asked them what they wanted for Christmas." 1st grandson- "I want some golf clubs."

So I bought him Royal Canberra and Yowani.

2nd grandson- "I want a train set."

So I bought him the XPT and Flinders Street Station. 3rd grandson- "I want a cowboy outfit"

So I bought him the Australian Institute of Sport.

I ignored this unkind message, presuming that it had something to do with Peter MacDonald's departure. I have since found out that a disaffected coach, who is no longer at the Institute, had instigated this unfortunate action.

John Brown's office was accused directly of taking part in the game, "Jobs for the Boys", when his long-serving secretary Emmanuel Klein was prevented from taking an overseas appointment in Milan, Italy. I don't know the details of this hitch, but the episode further damaged the image of our sports minister and helped us not in our battle against the Department of Finance.

Brightening up the darker side was a meeting called to have the burgeoning State institutes work more closely with the national body. I produced a note and model, which helped our thinking and is illustrated on the next pages. From the diagram, it can be seen that the covariance of our efforts lay in helping the elite in Canberra and in the States. The developmental projects were best handled at the State level and the international competitive aspects were best handled at the centralized level. The need for sanity in our working relations was evident to all, although it is unfortunate to report that not all words stated on this occasion represented the true feelings of at least some of the conferees. A further six point memorandum with the proposed Victorian Institute of Sport was also discussed. I was pleased with this meeting as the attitude of the States angered well for future cooperation. I was not pleased with my own General Manager's performance,

which foreshadowed the continued building of power in Canberra. Paul Brettell and I had frequently differed on this matter, so his position did not surprise me. State reaction supported the cooperative pathway so at least we had now begun the rudiments of a constructive enterprise. I emphasized the importance of regional institutes, too, which would defuse the State versus Federal argument, and all of its destructive implications.

The Relationship Between the National and State or Regional Institutes of Sport: Initial Suggestions and Procedures

This initial working paper is distributed to States and regions in the hope that rational and sane procedures can establish productive collaboration between the various Institutes and Academies of Sport springing up around the countryside.

It is obvious to all that there is limitation to the collective Australian sports dollar. Further, the enthusiasm central and regional governments have shown for supporting the sporting effort has resulted in initiatives from regions and States, which are guaranteeing local as well as central Australian talent identification and development.

In many preliminary conversations, I have established that nobody wants redundancies and factional battles to develop. Therefore, it is suggested that we collaborate closely on a rationalisation plan, which recognises the dignity and status of each Institute, while at the same time guaranteeing a flow to excellence for the Australian sport talent.

The following principles appear to be sound:

1. *A model along the lines of that proposed in this paper be adopted by all Institutes in their relationships with the Australian Institute of Sport in Canberra. This model is established with the structure of a Venn Diagram, acknowledging that each unit has its individual variance and that both have a covariance. The diagram guarantees equal status to both bodies. It also suggests that trust, articulation and mutual responsibility must exist if the enterprise is to have credibility and integrity. Section A specifies the Australian Institute of Sport responsibilities, which are to provide for the elite and service the developmental. Section B establishes that the Regional and State Institutes provide for the developmental and service the elite. The mutual area of AB refers to combined responsibilities such as decentralised sports, the establishment of satellite coaches, the articulation of coaches and athletes between the two Institutes, the sharing of Sports Medicine and Sports Science information, the combining of groups to form overseas touring teams, and the mutual provision of support for specialist groups functioning in a specific area.*
2. *The funding of the respective Institutes should be at the levels of service, i.e. Federal funding for the Australian Institute of Sport, State*

funding for State Institutes and Municipal funding for Regional Institutes. Naturally, other sources of public funding can be sought. All groups should seek corporate funding, although it would probably be more advisable for that sector of funding to be specific to the areas of enterprise and location.

3. *Institutes seeking to promote high performance athletes must have certain features endemic to their operation:*
 - a. *Sports Science and Sports Medicine facilities.*
 - b. *Physical facilities and equipment essential to the development.*
 - c. *High quality coaching and access to media support, libraries and other resources and administrative support. No Institute can function properly on part-time administrative support, although it will be necessary in the case of regions to utilise part-time coaching expertise.*
4. *4. A sharing of the costs between the Regional and the Central Institutes where mutual considerations require.*
5. *5. The preparation of young children, especially under 13 years of age, should take place in the Regions and States close to the home environs, requiring little environmental change during early specialisation periods.*
6. *6. Original and individual initiatives should also be recognised at local and national levels. The efforts of successful coaches and entrepreneurs should not be merged in bureaucratic procedures, which may develop from this collaboration.*
7. *7. All Institutes, at all levels, must recognise the efforts of others in the eventual achievement of performance levels. A champion is made by many hands working at many stages in that champion's development. Recognition of this pluralised input and modesty in performance acclamation is fundamental to all collaborative ventures.*

This note does not attempt to enter into the specifics of each collaboration, rather to set in motion a series of principles around which our overall performance on the local scene, and at international forums. It may be necessary, under the aegis of a group like the Australian Sports Commission, for a small conference to be convened to deal with this important concept.

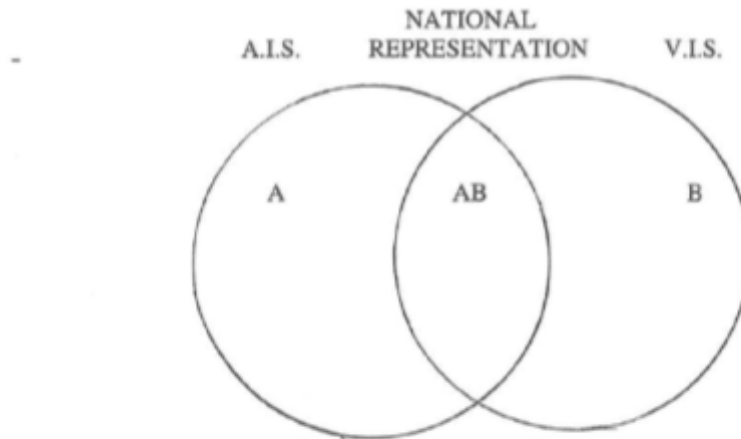
DR. JOHN CHEFFERS,

Executive Director,

Australian Institute of Sport.

CANBERRA AND THE STATE INSTITUTE OF SPORT
A COOPERATIVE SCHEME

STRUCTURE



AREA A - A.I.S. : Elite - Service Developmental.

AREA B - V.I.S. : Developmental - Service Elite.

AREA AB - SHARED : e. Satellite Coaches.
Sports Medicine/Science sharing.
Travel.
Articulation between.
Sport Theory Study and Courses.
Coach Sharing.

IMMEDIATE EXAMPLES:

1. Paul Coffa and Hawthorn Weightlifters.
2. Kaz Honda and Templestowe Bulleen Gymnastics
3. Sports Science at Phillip/Footscray.
4. Regionalization with Ballarat (Tony Benson).
5. Tennis Sharing - New Victorian facility and A.I.S.

Sanity

RATIONALISATION OF AUSTRALIAN SPORTING THRUST

NOTES - PROPOSED VICTORIAN INSTITUTE OF SPORT

1. Let us consider a Federal relationship.
2. Avoid Bricks & Mortar and go for People and Equipment needs.
3. Liaise with State Associations, not National.
4. Criticality of developmental functions and local maintenance of young children.
5. State financing is essential, with some satellite monies from us.
6. State structure to reflect regions, not just sports or cities,

e.g. Ballarat, Geelong, Albury-Wodonga, Sale, etc.

Individual Initiatives

At the Annual Congress of the Confederation of Australian Sport, chairman of the Australian Sports Commission, Ted Harris, highlighted one of the great problems in Australian sport. In typical fighting words, to which we've become accustomed from this Australian leader, he delivered both barrels from the hip. After retiring as Managing Director of the Australian oil firm, Ampol, Ted assumed the Chairmanship of the national airline, now called Australian Airlines. In 1989 he also became Chairman of the Board of Directors of the expanded Sports Commission, which subsumed the Institute of Sport. Ted's remarks on this occasion, are worth noting.

Point #2: (of this speech)

"I believe there is far too much bureaucracy in sport. Indeed, there is far too much bureaucracy across the length and breadth of the nation in almost all of our social and economic activities.

"The mere fact that we have commonwealth and state government departments proliferating all over the place is in itself sufficient evidence of the point. This duplication is bad enough but what ultimately will make it intolerable is the seemingly obsessive desire on the part of many of the duplicators to run in different directions. This is not meant to convey that there should not be intelligent and constructive debate and often, at the end of the day, an inability to agree.

"What is essential, however, is that at some time it is understood that whatever the decisions that emerge they require unified backing and support. This is the area where you sort out the big thinkers from the narrow minded parochial little thinkers. Or perhaps, putting it more succinctly, you sort out the men from the boys.

"The Commission will take a lead in attacking the utter wastefulness and extravagance that so obviously emerges from fragmented, disunited effort. I am by no means confident that there will be any quick cures for this "disease" in the short term."

A critic writing in The Bulletin called John Laerd (editor David McNicholl) castigated the Australian coaching efforts and performances in Los Angeles. The article hurt John Brown sufficiently for him to encourage me to respond: I did, with equal candor. There is little point in reiterating our charges and countercharges, but I would like to feature a letter I received on February 14, 1985, from Chief Athletics Coach, John Daly, whose athlete, Glynis Nunn, had won Australia's first Track and Field gold medal in 16 years (in the Women's Heptathlon).

"John,

Thanks for your note and copy of your letter to the Bulletin. I read these comments (McNicol's of Laerd) and despair of Australian's harsh criticism of their elite performers. Why do editors allow these 'seat-of-the-pants' critics space in a national journal? You know as well as I do the work and anguish

that go into producing an elite performer -- day in and day out. I spend 20 hours a week coaching, and even then much of my waking time is spent thinking through innovative training regimens, problems with techniques, etc. etc. etc. The contribution to the nation in terms of energy, and intelligence is enormous when you count up all the volunteer coaches.

Still you know this! Thanks for writing on our behalf. Barry Humphries is right -- we are 'a nation of knockers'! However it is nice to know that the real sports people care and appreciate efforts.

Regards, John Daly

I wrote to Evelyn Dill-Macky praising her for her initiatives in Australian swimming. As manageress of the touring teams she would take her battery-powered sewing machine on board and outfit the youngsters as they went; and, the swimmers appreciated her. President of the Ballarat Sportsman's Club, Mick O'Neill, showed similar leadership in his part of the world. I also felt constrained to write to John Kennedy, one of Australian football's greatest coaches. I'd worked with John successfully, if briefly, with his beloved Hawthorn club in the mid-60's. Now, he was helping another team and, at 56 years, had experienced problems with the timing of his heart muscle necessitating the insertion of a pacemaker. I knew this would not stop him, or even slow him down, but felt it was efficacious to remind him that there was life in the old dog yet and that his efforts were appreciated. Queensland satellite coach, Gary Brown, had been a gold medallist in the 1982 Commonwealth Games. Although just missing out on the Olympic team in 1984 he was a superb young man and we wished him well with his new family and new job in the Brisbane area. A "New Australian" called Efim Shuravetsky had transported his considerable coaching skills from Mother Russia to Australia in the late 1970s. His impact was immediate and successful and we took pleasure in commending him for his efforts in the new country. An old competitor of mine, John Vernon, had developed a chart sequence on the high jump, which he donated to the Institute. This was appreciated also. A Dr. McDowell wanted to increase the chiropractic services at the Institute, which presented a problem, age-old and troublesome, as it highlights the world of difference between medical and paramedical philosophies. I was happy to have Dr. McDowell continue treating those athletes who selected his services, but decided against setting up two competing principalities at the Bruce Stadium. Queensland Physical Education Director and good friend, George Hay, initiated his visitation scheme with our blessing. Four Queensland teachers would spend 30 days apprenticing at the Institute. The scheme worked brilliantly. Richard Pratt invited me to a lovely restaurant along with many other Canberra bureaucrats for a get-together evening. This multimillionaire from Melbourne had increased his father's fortune from 4 million to 156 million in a few short years - -legitimately accomplished. The meal was fine, the company enjoyable, but the feature of the evening was Dick's own singing which approaches operatic quality and resides happily in the musical comedy world.

Barry Stanton, my old friend, wanted to run a secondary school Coaches Clinic in connection with the World Cup Athletics scheduled for Canberra in October 1985. In a short-sighted decision, the Australian Athletic Union withdrew its support from this conference. In contrast, we threw our lot behind what became a very successful clinic, eventually. Perhaps the most pleasant letter I sent during this time of individual initiatives was to our female swimming captain, Michelle Pearson, who was a credit to both the Institute and herself. My note explains:

"8 July 1985

'For many things, Shelly, we are proud to have you as one of our natural and successful leaders amongst our scholarship holders. Your progress in swimming, and your studies, and as a leader, have given us great joy. We were never prouder, however, than in your efforts in staying awake and speaking to the Tax Summit visitors, and being so elegant in representing the small moment to the Prime Minister, Wednesday last (even though you had just returned from a gruelling overseas tour). You are a credit to yourself, your family, the coaches, and Australian swimming. The very best of luck to you as you drive towards what good judges tell me is a summit yet to be reached. Thank you.'

The hustle continued as illustrated in the following slice from my diary.

6:00AM	Rise Run
7:00Am	AWA Radio Launch from Telecom Tower (amazing to see the energies of the breakfast announcer)
8:00AM	A wash of breakfast speeches
10:00AM	RSC conference opening - R J Hawke
11:00AM	Attend to Physio for Marie Chapman (Hurst's athlete) - messed up
11:30AM	Meeting coach of netball - Wilma Shakespeare
12:00PM	Contracts - Apprentice swim coach - Ron McKeon (good story) - Steven Haynes - drug czar
1:30PM	Meeting with John Brown's helpers - Emmanuel Klein
3:30PM	Meet with Norman May
4:00PM	Open Orienteering Convention - intelligent group
5:00PM	Meeting - Peter Farmer - problems to solve
6:00PM	Beer with staff
7:00PM	Canberra Symphony Orchestra - with Digital Corp who at my urging sponsored a full night program
10:00PM	Post concert Sandwich
11:30PM	Home at Girrawheen

CHAPTER 10 Our Perceived Enemies

I left for Rome on July 25, 1985, intent upon finding solutions to a number of problems. The construction of an indoor stadium had reached an impasse; the government could not afford 30 million dollars. John Andrews' exciting design for a full 400 meter indoor fieldhouse had brought the shackles of caution heavily upon the Institute's building program. So I decided to visit the opposition, our perceived opponents, and study their efforts to solve the same problems.

Institutes around the Globe

The first call was the School of Sport in Rome, presided over by Gianfranco Carabelli and my dear friend Renato Manno. This institute combined the development of elite sports people with recreational leaders. They also had the attractive feature of a license to translate into Italian all of the Russian scientific literature. The Russians did not mind with whom they shared this information, so another data source was opened up. Our gymnastic people already had established close contact with their Italian counterparts, but it was their efforts at constructing an indoor/outdoor pool that interested me. If you can imagine, Dr. Silber, an old Ford "Tourer" car, like the A model of the Twenties, you will readily understand the construction idea of this building: the pool was set in ground with a canopy like the retracting roof of those classic tourers. In other words, the roof could be rolled back in a matter of twenty minutes to transform an indoor to an outdoor pool. Unbelievably, the Italians had constructed this retracting roof for the sum of \$200,000.00. I wondered at its fragility, but was assured that it was still in good working order after three years of construction. The weather conditions of Rome were not unlike the temperatures and climates of many Australian urban and rural settings. I pondered on the idea of first approaching the Government in Australia and, if that failed, interesting commercial enterprise in a multifacility construction around Australia. It certainly was worth investigating.

The Italians featured research in biochemistry, biomechanics and exercise physiology. Unfortunately, I detected a severance between their scientists and coaches, which appeared even greater than the rift existing in Canberra. Our scientists worked very hard to service the sport needs, but in Rome directions seemed to be entirely separate.

The Dutch Institute at Papendal was another interesting stopover. Control of this institute is solely in the hands of the national sporting bodies. It functioned as a large National Training Center Program with groups coming in for temporary stay. Much of what I envisaged for Canberra was on display, although the costs of maintenance were such that Papendal was now as much a conference center for the business world as it was for the national sporting bodies. The great feature of this place, however, lay in the research on sports surfaces. In this regard they led the world. Especially intriguing were their latest efforts to find a true Field Hockey surface. The artificial grasses currently in use in Australia and around the globe have changed the nature of field hockey. A far greater skill in passing, trapping and tactical development is now possible because of the

truer surfaces. The great problem with artificial grass, however, is the injury factor through surface skin burns and too much shoe purchase causing knee and ankle injury. The Dutch were experimenting with natural grass infiltrated with a sand that would give the same evenness of the artificial grass, but less gripping surface thus lessening the injury factors. And they were well advanced with their research. Another feature of specific interest was the cycling stadium designed at this institute. It was indoors with a large oval opening in the center part of the roof. It protected the boards but permitted natural sun and light to enter in to the stadium. Devastating winds had little effect, but temperatures were much harder to control. I took these designs home to Canberra, where similar 400 meter construction costs were projected at between six and seven million dollars. This figure was entirely achievable, causing much enthusiasm around the tracks. As in Rome, the Papendal scientists were happy to share their knowledge and designs, provided I did not pass them on to commercial enterprises without permission.

The most famous institute in the world is at Cologne where the West Germans have set up a multifaceted facility. Coach and teacher training, research, team preparation and resource facilities are prominent at this wonderful institute. It was interesting to discover that the Federal Government in Bonn had little to do with the Cologne Institute. Carl Diem, the legendary German physical educator, had interested the local Westphalia government into establishing the Cologne Institute in the tatters and devastated remains of World War II. Cologne is administered locally, yet obviously caters for the whole nation's needs. The redoubtable and controversial August Kirsch controlled the scientific side and doubled as President of the West German Athletic Union. His efforts in providing world leadership in physical education and sport were appreciated and possible because Cologne is such a large and expansive institution. I am pleased to report that Sports Minister, John Brown, and Institute chairman, Kevan Gosper, took the same attitude in Australia towards my election to the world presidency of AIESEP. Indeed, such positions cannot be held without institutional support of some type.

The institute at Leipzig in East Germany is also famous and very productive. Inaccessible except to a small handful of people, the Leipzig Institute has long given up on working only with athletes. Indeed its main function today is in the training and certification of coaches. East Germany has over 200,000 professional coaches working in the Olympic sports. They are attached to schools, clubs and communities. They are well skilled in developmental education and having long since abandoned the task of trying to make little sporting adults of growing children. The coaches are very skilful in adapting the needs of basic movements to the developmental aspects of children's growth, and this is why they've been so successful. We tend to talk of "robotism", and "forced feeding", and "manipulation", and false nationalism when we envy the East German results. But those of us who have seen the system at work have stopped using these terms. The East Germans provide a very efficient means by which talented youngsters can perform brilliantly for their country in a wide variety of Olympic sports. Their sports people are happy and friendly and cannot understand our accusations of dehumanized animals brilliant in performance but defective as functioning human beings. In fact, they are hurt

by such accusations. Before you believe, John Silber, that I am completely enamoured by the Leipzig system, however, let me add some riders of caution in our evaluation. The East Germans do not produce teams of any great value. Their efforts have been successful in the individual sports. One of their senior administrators expressed concern at this fact just a few years ago during a visit. Also, most of the ideas impelling East German initiatives are learned from the United States and her considerable research efforts. The East Germans read US research quarterlies with much greater intent and intensity than Americans do, and they have advanced the skill of implementing theory into practice better than the United States has even begun to achieve. East Germany is not a rich country, in fact it's poor by comparison with western European nations, but the budget for the Leipzig Institute is vastly in excess of anything we have imagined for the Australian Institute of Sport. The Department of Finance, in determining that the Institute has received enough support to achieve our designated tasks, has been singularly and, criminally, in error. Carping tabloids in the Australian press scene, which keep referring to unspecified sums of money spent on sport, reveal a lack of research and knowledge engaged in before printing their damaging and retarding articles. Leipzig is a fascinating if incomplete attempt at developing the talents of the nation's youth to its full potential.

The Institute of Sport in Sofia, Bulgaria, is alive with simple but effective training facilities. The real institute into which no foreigner can stray, however, is situated 70 kilometers from Sophia, and functions as a year-round biomedical training residence. A 20 year agreement with the East Germans has excluded all but those two nations from its activities, philosophies and practices. I will refrain from printing rumours I have heard about this institute, but conjecture that when the veil of secrecy is eventually lifted, fascinating information will emerge from this experiment in human sporting excellence.

The Spanish have six major colleges of physical education and sport in their country. Sports watchers know that something is going on, because the Spaniards have performed extremely well in recent Olympic Games, especially in basketball and track and field. Their pride and joy today is the institute at Barcelona, which is receiving extra finance and impetus due to the forthcoming 1992 Olympics. The facilities are growing, the model is good, although their greatest problem is the loss of administrative expertise due to the great demands of organizing an Olympic Games. I have already referred to the French Institute in Paris (Chapter 1).

The Canadians do not have a centralized institute of sport, but every university and college receives support monies for the development of the elite sports people in that country. Some universities have benefited from the political struggles. The great French-speaking university in Quebec, named after the explorer, Laval, is one example. Sporting facilities at Laval, especially in the winter sports, are exceptional, and the degree of research carried out in that great institution corresponds with its place in Quebecan society. McGill, just outside Montreal, functions similarly, but the classic example of Canadian development is in the western sphere in the rodeo Town of Calgary. Roger Kingman, who spearheaded the Winter Games of 1988 and who was, at the same time Dean of the University's Human Movement Science School, pounced upon the

opportunities provided. The indoor facilities at Calgary are stunning, and the rapid advance of Canadian winter sports performance has been facilitated commensurately. Canada has a similar problem to Australia in that the developmental side has been neglected, causing a huge vacuum to exist between the rank and file, and the few elite sports people. The Canadian solution lies in its promotion of community efforts and local institutions. The giant beer company, Molson, has been especially important in this drive. On my last port of call on this 1985 overseas tour, I visited the BC Place Stadium in Vancouver. A magnificent, yawning arena, this complex has a soft structured roof. It has a life span between 15 and 25 years, which is negligible in construction costs by comparison with hard-roofed stadiums. It is like a huge tent and appears to be stable and effective in protection and sound-proofing. I wanted our construction architects and engineers to examine this feature also. In more recent times, Toronto has opened its indoor baseball Dome. A magnificent structure with retracting roof, the costs and concepts of this enterprise are also worth examination in light of possible Australian replication: 600 million dollars.

One cannot leave a discussion of the world's institutes without speaking of Colorado Springs, nestled high in the Rocky Mountains and ostensibly serving the U.S. Olympic Committee. Financed almost entirely by the Miller Brewing Company, Colorado Springs is a rejuvenation of the Air Force base in the center of that pristine town. The facilities are magnificent, and the research potential is frightening. The great problem of Colorado Springs is that most national U.S. bodies ignore it in the conduct of their training efforts and selection competitions. The United States has 9,000 (colleges) and one (Colorado springs) institutes of sport; Colorado Springs is welcomed and effective with the support services and especially the minor sports like boxing, wrestling and judo, but it does not, as yet, cater for the needs of the big Olympic sports. In such a diverse society, it is difficult to project a simple solution for the Americans. Probably the only answer lies in time and performance and the natural desire of all countries to improve their position in world competition. When the Americans became tired of inconsequential placing in gymnastics, for instance, they concentrated effort, monies and focus in such intensity that it took only eight years for the U.S. gymnasts to be winning Olympic medals. The same can be said of women's and men's Volleyball, which quickly entered world rankings once emphasis was placed. Dissatisfaction with Basketball, Track and Field, Boxing and Wrestling in particular, will eventually send the more popular sports in the direction of Colorado Springs. The United States has benefited this entire century from the other 9,000 institutes of sport. They are, of course, the universities and colleges abundantly placed in every settled area of this great country. The athletic programs and the feeder high schools and private colleges have ensured that talent is developed in abundance. The problem facing this country today, is that it takes more than four years to produce Olympic champions in most sports, and the support services drop spectacularly once graduation occurs. Only at permanent institutes like Colorado Springs can this problem be resolved. So it is probably fair to say that when this sleeping giant decides to once again sweep the Olympics, the resources of Colorado Springs and other areas will be increased in quantum bounds.

The Tour of July-August 1985

Although the tour began in Europe, the focus was the United States. I tried hard to contact Kellogg's America, hoping to talk them into joint sponsorship of the Sustain project. If we could have penetrated the U.S. market with Sustain, our problems of financing the growing institute, especially the major constructions, would have been temporarily resolved. I made several attempts, but failed because most of the executives were out of town during my tour time. I wanted to propose an American Sustain with half the royalties going to Colorado Springs and half to the Bruce complex in Canberra. Knowing the American penchant for the morning crunch and the growing intrigue with the muesli health food concept, I visualized lucrative profits from this combined enterprise, but it was not to be. One does not engage the senior decision makers of Kellogg United States with a few phone calls.

I tried also to contact Robert Sangster on the Isle of Man whilst stopping over in England, but had fallen short due only to scheduling. His obliging secretary tried hard to organize a meeting, but failed. My moment with Mr. Sangster was in soliciting his help to build the indoor fieldhouse at the Institute. His interest in Australia was well known, so I felt the effort was worthwhile. I made contact with fellow American academics at the AIESEP conference in Garden City, New York, during the receding days of August 1985. It was the second convention held in -the United States and it was very successful. Your good friend, Dr. Peter Diamandopoulos, was President of Adelphi at that time, and I'm pleased to say took a keen interest in the proceedings. He is the proud owner of an Institute tie and a strong supporter of the development of sporting excellence. They came from near and far to visit the Garden City convention. Some brilliant papers were expounded and some difficult topics were engaged. I presented a paper on measuring excellence at the Institute of Sport. It was based on perception and survey and established that sights had to be set high with expectations agog before results could be achieved. You know this all too well; one does not get the President of the United States and the President of France to speak at a university commencement without the daring and vision of an invitation and a pursuit that matches such an achievement. I've learned over the years that Olympic gold medals require similar vision and daring and I was certain that we would not achieve great results from the Institute without adopting matching expectations. This news came as no surprise to the American academics in Adelphi that summer, but it is a way of thinking that eludes those who settle in comfort, or cease to believe in the dream of Cinderella, or the "rags to riches" syndrome. There is an idealism needed for grand achievements and there is a sacrifice: rarely does anyone achieve premiere status without a long and arduous climb, and first amongst the parameters of such achievement is the seed of expectation.

I suffered, too, as a result of the work at the Institute of Sport. The delicate nuances of research, publication and implementation depend largely on continuing contact with collegial effort, and especially upon the availability of time for full academic immersion.

My Institute duties caused me to cancel a specialized conference at Trois Riviere and participation in a small conference following that seminar. I knew that I must soon decide between elite sports promotion and administration in Australia and any continuation of the research career in Boston and the United States. A distance of one year had closed too many doors. The essence of any vital profession is the change and growth required of those in leadership positions, and I knew this decision had to be made within the next two years.

During that conference I received many inquiries about jobs at the Institute of Sport, and great interest in the concept of scientific exchange involving scholars and teachers in the United States and those at the Institute. We had already begun a similar scheme with Sports Medicine and Science institutes in Australia, so the possibility of exchange with the United States was refreshing fare. Also I contacted the Digital Company for more help with our computing investments in Australia; they were most helpful. Major sporting events were viewed in the form of golf, baseball, rugby, football, cricket, swimming and judo. It would not be long before these sports, with the exception of swimming, would be knocking at the Institute's door. The quality of applicants for work at the Institute was encouraging. It was a compelling reason why we needed to convince Australian immigration authorities that their quaint rules and regulations needed to be shaken up to allow Australians to learn more from the abilities of visiting overseas experts.

I also promoted the World Athletics Cup, which was to take place in Canberra two months after I returned. The IAAF (International Amateur Athletic Federation) stages at least one major athletic carnival each year. Every four years in the Olympic cycle it licenses and helps promote the great athletic competition at the Olympic Games. The year following this, the World Cup is staged. It is a competition where the universe is divided into eight regions with teams selected to represent each in a three day competition. We had been fortunate in attracting the World Cup to Canberra, and were, with the Australian Federation co-hosting the competition in our own stadium at the Institute of Sport. It was a magnificent opportunity to showcase what Australia was doing for her Olympic and elite sports people. So I promoted this competition at every stop on this world tour. Also, I followed my Greek performance of walking the original marathon with a similar pursuit in Boston. Here I walked only half the marathon because the conditions on that day were not encouraging, the humidity reaching lethal levels.

Our perceived enemies proved far from retarding influences. In fact, their willingness to share ideas, sponsor joint ventures and accommodate our traveling and developmental needs was a feature. I felt warm towards overseas colleagues. When information is shared devoid of political intrigue and nationalistic fervour, a great many tasks can be accomplished. Sport is indeed an international language, like medicine and art and music. Something about sport transcends the restricting holes into which we so often creep for national aggrandizement and ego protection. Tours like my July-August venture were not only enlightening and helpful, but essential if a large vision of altruism was to be accomplished. The climb to the top is windy, often lonely and risky; it is so

easy to get halfway up and be content to stop and rationalize -- but those who keep going are always rewarded and admired. This experience, this feeling of accomplishment, is difficult to share with those who have not gone on with their careers. Unfortunately, they are also the object of envy to those who have given up. I was convinced more than ever that the vision for Australian sports people had to continue strong and true and that excellence would not attend safe and non-adventurous programs. I've been criticized for this vision because it is expensive in time and money -- to some it is even unwise and to others it is heady and extroverted, even flamboyant. I was warned that such behaviour is not condoned in the public service warrens of Canberra and that personal risk was involved in such ambition. My response was always, "Our task is not to heed the public service in Canberra or to 'fit in'. It is to inspire and facilitate the Australian sporting dream. Nothing mundane, or mediocre, or grubby could be tolerated; only the best would do." My predecessor, Don Talbot, had a similar vision and neither of us were prepared to compromise this dream. If it meant standing out on the limb with the danger of lesser souls vindictively sawing the branch through, then let it be. Vision and intimacy are full of risk. One can get hurt in their pursuit.

CHAPTER 11 World Record Pace

It didn't seem possible but the pace quickened after my return from the August adventure. The opening of the Administration Block, the Dormitories and the new Resource Centre was just around the corner. Prime Minister, Bob Hawke, agreed to do the honours. The pace quickened.

Key Staff

Everyone but the Department of Finance recognised the need for additional staff. They were so preoccupied with numbers and ratios and restrictions that their suggestion amounted to sacking other staff in order to man the new facilities. I refused to have any part of a numbers game and insisted that provided we had the budget we be permitted to staff our programs safely and adequately. The Government had provided sufficient monies in the staffing budget which, although a little tight, were adequate for our needs. The fixing of a staff number by Finance amounted to an unsubstantiated and unintelligent attempt to control the Institute growth.

The new Minister, Peter Walsh, had no understanding of our needs, whatsoever, and seemed to care less about our functioning. But key staff I needed if we were to overcome problems of disparate boarding, site locations and supervision. I went after the Headmaster of Wesley College, Melbourne, to be my residential manager of the dormitories. Ken Merry, about to retire and full of beans, was an excellent choice. An avid tennis player who had established competence beyond question in working with vibrant adolescents, Ken and his wife, Dawn, were interested in the post, especially the setting up phase. Supporting Ken Merry was Denise Seddon who was recruited from a nursing home in Canberra and who provided excellent administrative assistance. Security was set up and resident assistants appointed. We assembled the young gymnasts in their own section in the hands of a fine "mother". I was pleased with the initial staff of the residences and am quite certain that the successful beginning was due to the quality of this staff.

We hired three cooks and a fourth on part-time basis. Heinz Assel looked after supply and planned the meals excellently. We stole him from the Tidbinbilla Deep Space Tracking Station where he had operated for 17 years. Alan Pitman was recruited as head chef and he performed his duties superbly. A committee had been formed consisting of scientists, coaches, chef staff, administration and students. They oversaw culinary matters. I warned them that it was no good being too puritanical even at a specialist institution like the AIS. The ultimate product proved even more successful than we had originally hoped for.

We lost Ziggy about this time. She had been the travel agent from the earliest days at the Institute. I've included her letter in Chapter 13, written to me in traumatic times. Ziggy was a sincere, hard-working, competent, if sensitive, professional. Her clashes with Personnel Director, Joan Faull, were the main reason for her departure. I had intervened

earlier, but things accelerated out of control during my trip overseas. For her own peace of mind Ziggy resigned and the Institute was the loser.

Brilliant Australian sprinter, John Treloar, the finalist in two Olympic 100 metres dashes (1948 and 1952) had returned to athletic administration in time to feature prominently in the World Cup organisation. John had established a successful engineering business in Sydney. His family now at maturity and with cracks appearing in the marriage, John sought to join the Institute family as either a consultant or agent in the developmental areas. He was not asking for large sums of money nor positions of favour and I fully recommended to the Board that we continue negotiations with John. The Board had changed composition and vision by this time. The preoccupation was with pulling in the lanyards and battenning down the loose ends. Board members did not join me in my contempt for Finance and its numbers game, although when they were forced into regular communication, agreed that Finance's communications and restrictions were absurd. We lost John Treloar to the Institute of Sport, unfortunately. Earlier in the year departing Chairman, Kevan Gosper, had written to the Public Service Board Chairman, Peter Wilenski, requesting upgrading of the official classifications for the Executive Director and the General Manager. This process was transferred to an Appeals Board and looked like taking place had events remained normal through the remainder of 1985. The four years of growth at the Institute had placed great stress on the two senior positions and, although financial compensation had taken place, recognition or standing in the public service hierarchy had not. It didn't worry me too much as the position held its own dignity and was as important as its place in the Australian society. I was reminded, however, that one had to take one's promotion in its turn when working for the public service. Failure to do this would result in disadvantage for the entire system over time.

There is a tendency in the convoluted tubes of the public service, which is probably universal, to underrate efforts of those with technical expertise, especially where positions are threatened by specialised people and programs. So it surprised me not that once the matter was taken out of the Public Service Board's hands that progress slowed to even negative proportions. It didn't worry me either.

Violence in Sport

The Minister was confronted with several examples of dangerous and unneeded sports violence episodes around Australia. Two soccer incidents, an assault on an umpire in Australian Football and a couple of rugby incidents prodded the States' sports ministers into action, also. I was visited by a student from South Australia in the company of a prominent public servant from that state. They recognised my expertise in this area and guaranteed recognition in their final report. I was not pleased with the directions of their enquiries nor with the final report that emanated from a Federal committee addressing this problem. The same bureaucrats were seated on this committee that handled everything else in sport and none of them had specific expertise. It was hard to recognize their position as valid. The principal recommendation of the Australian committee was that police and security be encouraged to make arrests to circumvent field violence whilst

play was occurring. Minister John Brown rejected their findings. I had known for years that where peripheral influences in any game are elevated to central importance the essential nature of that game changes. To have encouraged the police to be running a separate record of arrests during the game to that of the umpires and league officials would have brought about intolerable pressures on the entire game environment and done little to prevent or divert future violence. I can not think of a better way to destroy a game than to compromise the authority of the referees and the umpires and this is what the committee proposal aimed at doing. It was another example of a group of instant experts from the public service dabbling in matters they little understood. At least John Brown had the good sense to reject the report.

On the Domestic Scene

Controversy over cycling was reaching dramatic proportions. The Tasmanian Government had used Federal compensating monies to construct a wonderful velodrome just near Launceston. Although 320 metres in circumference as opposed to the now recognised 250 metres, the facility was by far the best in Australia. Melbourne had substituted their Olympic Games velodrome for a dog track and Brisbane had constructed a concrete monstrosity for their Commonwealth Games velodrome in 1982. Sydney, Adelaide and Perth had apologies for velodromes well short of international regulations and expectations and inadequate as elite training venues. The problem in cycling was that the universally respected guru, Charlie Walsh, lived in Adelaide and intended staying there. There were many reasons why he preferred the rolling hills of Australia's great wine state to the colder climes of Tasmania and the restricting humidity weather conditions of the northern states. I journeyed to Launceston, listened to the various arguments and recommended to the Minister that he at least get cycling started at Launceston and proceed with a multivenue location for our highly successful, international cycling fraternity. John Brown dragged his heels on this issue not because he was disinterested in the sport, in fact the opposite was true, but because the Federal Labour Government was in total combat with their Tasmanian Liberal counterparts. John Bannon, Labour leader in South Australia, was keen to lure cycling to his state, but waited on substantial Federal promise before throwing in his sparing state monies. Bannon was a respected leader so it was likely in the long run that South Australia would prevail, but it was not before a near revolution took place in the sporting world that cycling entered the Institute of Sport in the latter days of 1986.

Lightweight oarswoman, Adair Ferguson, won the World Championship Single Sculls in 1985. It was a surprise but well received victory. Unfortunately, Adair triumphed in the lightweight divisions which were not the province of senior world rowing in Australia and beyond. This presented the difficulty of having a world champion in a no preferred sport. She trained in Queensland and had sacrificed much to secure her eminence. In the heavyweight division her efforts were less commanding and this fact was misunderstood completely in the controversy which arose in the 1988 Olympic selection procedures. Adair and her entourage accused the rowing association of prejudice in not selecting the women to compete in the Seoul Olympics. The press added fuel to the

fire by refusing to print the differences between light and heavyweight crews and their relative positions in the world rowing. At several sports awards dinners in '85 I assured Adair Ferguson that she could have no residence athlete scholarship status at the Institute of Sport. She refused, politely and pleasantly, on the grounds that such an award would jeopardise her chances of other support systems.

I held several meetings with the Canberra Schools Authority. Our youngsters were attending the Lyneham High School and the Dickson College. We had about 25 youngsters placed at the High School level. The Schools Authority and the two schools were impressive in their cooperation and understanding. One can find sometimes, Dr Silber, schools with their curricula and procedures set in concrete. It is a worry in France and the United Kingdom but not in Canberra, Australia. The building of a new senior high school on the banks of the Gininderra Lake opened even greater opportunities for cooperation between the Institute and the schools. Frequent and sometimes lengthy absences on the part of Institute sports students presented a major problem to the systems of the schools. These were overcome through modular curricula, differentiated enrolment and the combination of an active travelling curriculum with that of the prescribed needs in the schools. There were, of course, individual failures, but not many. I was singularly impressed with the willingness of the individual schools and the Canberra School System to find solutions to the unique problems of our younger athletes.

The Canberra Schools System separated from New South Wales in 1972. It is the best system in Australia with modern schools and high quality teaching staffs. The move of the Australian Capital Territory, which includes Canberra, to self-government or independence from the federal government and thus a withdrawal of generous supporting finance will be the greatest challenge to this system in its comparatively recent existence. Although promises of continued support from Government have been made, the caprice with which Canberra has preferred its political parties will need to be kept at far distance if the schools are to continue their high quality service to their constituents. I illustrate this reserve, Dr Silber, by instancing that in the first self-government elections that the number of parties which presented candidates was over thirty and one of the parties with an elected representative was the "no self-government party" which was committed to abandoning self-government altogether.

The Pistol Shooting Federation invited me to speak at their awards dinner and to present the prizes. They, too, hoped to be admitted to the Institute. The efforts of a grandmother, Patricia Dench, in securing a bronze medal at the '84 Los Angeles Games added accuracy and velocity to their claims. I was impressed by the sincerity and discipline of this well organised group and hoped that we could admit them to the central Institute.

We had some problems with athletes and coaches at this time. Pat Scammel, a talented middle distance runner, decided to seek outside coaching and left for England. Unfortunately, the change was not successful and Pat faded quickly from the athletic scene. In 1989, his name appeared in the finalist categories of some European

competitions, but the skill needed to fully develop his talent still seemed to be missing. Soccer coach, Jimmy Shoulder, complained about a number of matters and, unfortunately, conveyed this attitude to his soccer squad. At the Assembly the behaviour and attitude of the young soccer representative left much to be desired. The reaction of the rest of the student body quickly brought this situation under control and the young fellow apologised to all in the next student newsletter, but I blamed Jimmy Shoulder for this unfortunate episode. It is one thing to be dissatisfied with support matters and quite another to involve the team in peripheral counter measures. John Brown himself addressed this Assembly. He spoke convincingly and was popular, although he arrived very late necessitating ad hoc rearrangement of the program.

We recruited Terry Gathercole as a swim coach at this time. Former Olympic finalist in the breast stroke and world record holder, Terry brought dignity and expertise to the team. Unfortunately, he suffered a heart attack whilst on duty at poolside and underwent a five part bypass operation in the ensuing days. It is good to report that he regained health and vigour and at the time of writing was still performing excellently as Institute coach.

The biomechanics people needed support and I did not have sufficient money to help them at that time so they rebelled giving Paul Brettell supported by Chairman, John Bloomfield, and Sport Science Committee Chairperson, Libby Darlison, ammunition to demote Dick Telford after my departure. It was a pity that talented scientists were so naive politically. They failed to recognise the long-term implications of their actions. The job at the Institute is demanding and sometimes isolating, but it is a magnificent placement offering opportunities which are the envy of the rest of the Australian scientific community. My policies of providing annual overseas visitations had now been curtailed by the new Board giving rise to the basic dissatisfaction of the biomechanics people, especially. I warned the Board that this was a mistake but they refused to budget on the tight reconstructionist principles they had endorsed in the post Gosper period. In fact I believed it was a disastrous policy, an attitude which was quickly relayed back to the Board leadership via the new white anting system. The greatest danger in the Australian scientific world is isolation from the latest overseas developments. We were involved in a dogfight for ultimate performance with these opponents. Australians cannot afford to be lax over comparative research or practice. The Board at this time was absorbed in avoiding pain, not in bringing the AIS in to competitive posture with our real opposition.

World Cup Athletics

Every four years the International Amateur Athletic Association divides the world into eight regions and holds a competition. It is the top track and field competition of its year. Canberra had been chosen as the location and the Institute of Sport was the site. Our dormitories would be used by at least 3 of the teams. The opportunity for showcasing was classic, but the dangers of weakness exposure were also great. The East German team was housed in the Institute dormitories along with Oceania's team, which was a composite of South Pacific countries including Australia, New Zealand and the Pacific Island

countries. The competition attracted a disappointing crowd on the first day mainly due to apathy, ignorance and inadequate school contact by all concerned. The final two days of the competition, however, were well attended. The Canadian sprinter, Ben Johnson, recorded the best 100 metre time I had seen and this includes the magnificent final in Mexico City in 1968, and the unbelievable 9.1 secs recorded by John Carlos in 1971. Johnson's sprint was the equivalent of the world record at that time, but it was four East German sprinters who captured the imagination of the Australian people. Witnessing a world record is always a memorable event, but two in one afternoon is relegated to the world of rarity. Marita Koch sped around the newly laid rekortan surface to record 47.6 for the Women's 400 metres. I was standing clapping before she reached the 200 metre mark. Other experienced eyes were on their feet also. Her running was so strong, so balanced, so determined and so brilliant that we sensed the record even at the middle stages of the race. She did not let us down. The track at the Institute received its due recognition as one of the fastest surfaces in the world at that time. I made this statement publicly and jubilantly but the press was slow in agreeing. At times Australians are reluctant to recognise their own achievements even when faced with the obvious. Perhaps, once again, this reluctance illustrates our celebrated but not often talked about inferiority complex.

To the modest personality of John Marshall fell the responsibility of organising this world event. He was ably supported by Lois Appleby and a cast of willing volunteers. Athletics President Graham Briggs, World Cup Vice Chairman John Treloar and Secretary Rick Pannell must receive considerable praise also. Although it was a most successful carnival, Australian successes were rare. Our best result was a third placing by Debby Flintoff-King in the Women's 400 Metre Hurdles. In the days immediately following this World Cup the Australian press laced the Institute of Sport blaming us entirely for the mediocre performances. The glamour of Australian sport was now the Institute and so was the focus of vitriol. Naturally I jumped into the press in defense. Team selections were not Australian but Oceanic in nature and many of our champions were not being coached for this competition, which was a pity. Such competitions occur so rarely in home territory that we had missed a golden opportunity to showcase our best. The blame must be distributed : first, we were against the best in the world and could not afford to be apathetic, which we were; second, the Athletic Union did little to promote a serious team effort; third, our leading coaches did not treat this competition as seriously as they do the Olympic or Commonwealth Games; and fourth, some unfortunate injuries and illnesses reduced the strength of our team (Lisa Martin pulled out of the Women's 10,000 metres). Athletic legend John Landy agreed with my position. The competition gave our youngsters an opportunity to work alongside the best in the world and a glimpse of what world record "training" and "peaking" is all about.

A humorous episode is worth relating. October in Canberra is the mating season for a prolific breed of bird called the magpie. Coloured black and white, this active bird protects its young with ferocity. Every time human beings approach the nesting site they swoop menacingly, always approaching from behind. Australians used to this practice

wear hats with big eyes in the back. The East German Throwing coach knew nothing of these evasive techniques and, after retiring to shelter from incessant swoops, remarked "most effective weapon the West has yet produced." I'd solved the problem at Girrawheen by placing honeyed bread on top of the spare water tank. We called our two "tamed" magpies "Woodsy" after the famous Collingwood football team and "Thatch" after an "obscure" British politician.

The World Cup came and went and we in its shadows struggled for a while with the public reaction, but there is little doubt that a world record pace had been set and we at the Institute were in similar vein with our developments as a central sports location.

A Visit to Papua New Guinea

Australia had ignored Papua New Guinea sports for too long. Words of support had not materialised into action. At the British Commonwealth Games in 1982, long before I returned to the Institute as Director, I had promised Andrew Seward that I'd try to get back to New Guinea for a coaching and consulting tour in the immediate future. I had guided PNG athletic matters from 1966 to 1969 and was keen to help out once again. In Los Angeles 1984 Andy repeated the request causing Institute Chairman, Kevan Gosper, to write to the Minister indicating the desirability of a visit and its importance to Papua New Guinea sport. John Brown agreed. I simply didn't find the time until November 1985 and regret that it took so long. Accompanied by Sports Commission Executive Director, Greg Hartung, and David Keating, organiser of our Brisbane office and erstwhile long-time resident of PNG, I flew to Port Moresby on the 1st of November. We journeyed, talked, demonstrated, exchanged research knowledge and helped with recruitment for the next nine days. New Guinea had established in the mountain village of Goroka an Institute of Sport two years prior to Canberra and although sparse Government support had stunted its growth, we were impressed with the attitudes and efforts of its staff and students. I had checked with Board members before leaving and agreed to offer two visiting athlete scholarships per annum to selected and promising PNG athletes. I decided that Brisbane under David Keating would be the best location for their stay and that the Territory would nominate their visiting athletes. It was such a small promise, yet it was received with overwhelming warmth by the struggling athletic community. We gave as much support as possible to the chief administrator and left a detailed plan with their recreational ministers for future development. We worked very hard on this tour achieving much goodwill and scientific exchange. I returned on the November 10th as I have so often from the tropics in a dreadful state of health. Fever, stomach disorder and ear problems were prominent.

I was criticised for taking this trip. It was a waste of money; it had nothing to do with my duties as Director of the Institute; it should have been coordinated through the Department of Territories or Foreign Affairs or somebody; it may have given false impressions to the New Guineans and so on. I dug up the letters of reference from Kevan Gosper and John Brown, expressed disappointment at this reaction with Greg and David

and dismissed the criticism as twaddle. It was, unfortunately, yet another example of the new restricting vision that entered into Institute thinking at this time.

The Institute and Politics

Opposition Sports spokesperson, Charles Blunt, of the National Party issued his policies on Australian sport. We spoke briefly before this time and I felt that he was sincere but very ignorant of the sporting scene. He locked horns with John Brown immediately causing some problems to those of us who were trying to charter a bipartisan path. The main objection to his policies was that he intended to reduce the Institute to hip pocket size and subjugate it to the Australian Sports Commission. It was likely that this would happen in the future but it was a policy short on vision and dubious in motive - I felt that new Liberal policy (after all the Liberals had established the Institute in the first place) seemed intent upon curtailing rather than promoting help for Australian elite sports people.

Hazel Hawke, the Prime Minister's wife, came in for universal praise which certainly was well deserved. She had shown remarkable grace and good sense through the often nasty interchanges in political Canberra. I had observed her efforts as patron of the Canberra Symphony Orchestra first hand and add my admiration to those of many other Australians to this fine woman.

Bob Quimby, who was Head of the Australian Sports Medicine Federation, became active in this period of his organisation's efforts to cooperate with the Institute. I appreciated his initiatives and rued the fact that he was at such odds with my General Manager, Paul Brettell. I became aware, too, of the importance of lobbying activity when introduced to the highly successful Barry Simon who represented, amongst others, the Pratt group in Canberra. Barry had been a member of Parliament becoming a lobbyist when he lost his seat. His advice was worth receiving.

It was evident to even a casual observer in Canberra at this time that politicisation of the public service was increasing, even rampant. Senior Public Servants were more preoccupied with huddling defensively around Ministers protecting them from the many enemy directions than working in the established duties of their office. Appointments reflected political attachment and directors of publicly funded institutes and organisations were despatched in alarming quantity. David Armstrong was dropped from the Bicentennial Commission on dubious grounds. Air Vice Marshal, Jim Flemming, Director of the Australian War Memorial, was squeezed out of office after a fight with an ineffectual minister. The Government seemed to be failing in its duty to protect institute leaders from the predators in press and party affiliations. A "Get You" mentality prevailed in Canberra. The words of Hansard support even the softest of allegations that nastiness had too prominent a place at that time. The new Liberal leader, John Howard, escalated this nastiness with a campaign of petty accusation against far from innocent opponents in Treasurer, Paul Keating, (affectionately known as Pallbearer) and Finance Minister, Peter Walsh, (less affectionately known as Welcher). Sensitive Australians rued the

disappearance of wit and humour in the Australian Parliament at this time, a situation that invoked accusations of mediocrity and distraction.

Promoting the Institute

The Minister of Sport complained that the Institute was not on the front pages of the Australian newspapers very often. He did this by letter and by personal communication. I reminded him that we were almost daily on TV and in the news somewhere in Australia. With the marketing enterprise accelerating and my duties increasing, we decided to increase the surface of our promoting enterprise. As already discussed, Robin Poke, John Hourigan and Norman May were brought on side. I had a visit from Bruce MacDonald to find out whether I had indeed employed these characters. He said that criticism from the Public Service existed and that I was trying to buy publicity. I was bemused at this construction. I didn't need to buy publicity in the Canberra paper. We had that on a daily basis, but I was certainly trying to promote better publicity around Australia. This was one of my prime tasks given to me by the Board when I first arrived. We disagreed and in the post Gosper era I suffered much criticism on this account. But I would do it again under similar circumstances for the Institute needed promoting. John Brown was correct in prodding us to be more visible.

Arthur and Wyn Miller visited in October 1985. My former Chairman at Boston University, he had donated his entire book collection to the Institute. Of greatest value was the entire range of copies of the best publication in sports on the general market today -Sports Illustrated. The inaugural copy featuring Babe Ruth on the cover is worth thousands of dollars on the open market, so we made sure that this gem of sports communication history was well preserved. It was good to connect Boston University with the Institute in this way and I'm pleased to report that I had the full support of Sports Secretary, Bruce MacDonald, in this project. Australian Olympic Federation Vice President, Geoff Henke, invited me to address the skiing community at Falls Creek during the winter months of '85. I took Personnel Director and skiing enthusiast, Joan Faull, with me on this visit. We worked in the enjoyable atmosphere of the Victorian Alps in the interests of the Institute and promoted winter sports as a deserving and yet unrecognised Australian sports system. Joan Faull remarked on the hours worked by senior management. She agreed with me that this will always go unrecognised because administration is expected to be present on all occasions regardless of time and task. More openings occurred, too. The Weston Creek tennis extensions were legitimized on a Sunday and the official opening of the Hockey fields at Homebush Bay in Sydney claimed widespread attention too. I addressed the Olympic Federation in Melbourne on the future with enthusiasm and construction but ran into a controversy over Little Athletics, which highlights a problem with which Australians have yet to deal. The advent of Little Athletics signalled the death knell of senior athletics as a major institution in Victoria. Children were lured to the track by well organised systems in emulation of senior athletics. The problem was that these systems mirrored senior athletics. They developed club championships, state championships, even national and international title systems and we became used to reading such exerts as "Billy Smith ran the fastest 70

meters in the under 7 competition in the world this year." The system became so pervasive that young children were recruited into the environment of Little Athletics at the expense of their interest in later teenage and the early twenty years when they are much more likely to be able to deal with the needs of serious athletics. "Been there and done that," became the universal cry. The fall in numbers attending and competing in athletics in Victoria can be directly correlated with the promotion of Little Athletics. I cannot think of a more successful subversive influence on senior Australian athletic performances than the exhaustive exertions of young Australians in Little Athletics. This is not a popular position with the many parents who lend their children to Little Athletics each week, but I suspect it's an accurate position. Judy Joy Davies, veteran athletic correspondent with the Melbourne Sun, monitored this dialogue in her newspaper. It is a continuing conversation. I have no objection to young people playing at athletics and enjoying its process and substance but where participation thwarts and aborts development and disinters the well springs of ambition in talented young Australians, I will always speak against such practices. Somehow, somewhere, an explanation of the huge drop off in interclub track and field participation has to be explained. I'm quite sure that Little Athletics is a major cause. "I ran track in grade school" is the evidence of escaped talent; of misguided youth; of premature retirement.

I spoke at Mitchell College in Bathurst on the occasion of their annual sports banquet. I was a little disappointed at the meagre support the athletic people were receiving. Subsequent speaking events substantiated this disappointment which was of sufficient import to raise the question with our resident academics, "Does participation in athletics of all varieties assist in the development of professional graduates?" I suspect that the answer would be in the negative in a high number of Australian institutions at this time.

On the last week at the end of September, John Purnell, Peter Bowman and I attended the Grand Final of the VFL in Melbourne. Essendon soundly defeated Hawthorn for its second successive premiership, but 100,000 people attended this game and many of the institutions surrounding Grand Final week gave opportunities for us to promote the Institute. We journeyed to Sydney for the Rugby League Final the next day. Again, promotion was enabled and results evident in monies flowing into the Institute coffers. The Sydney Daily Telegraph criticised the three of us for wasting public monies on these occasions. It is Australia's biggest sporting weekend and for the life of me I could not understand the Telegraph's pithy accusations, but I shall rely upon the words of the Hawthorn Football Club's President, Ron Cook, to defend our actions: "The Head of the AIS should be at all major finals, as should the Minister of Sport -Sport expects them to be there."

Finances

The finances of the Institute of Sport were like all semi government departments subject to the preliminary estimates, submission, interaction, and approval procedures. It was a game. Although everyone denied that this game was of importance or consequence,

few people in Australia were fooled by these assurances. I guess it is the same the world over. Government suspects agencies of padding their submissions. Government, therefore, reckons on providing much less than the submission calls for. Horror is expressed, defenses are mustered, attacks are made and the final amount is decided on. Public budgeting, no matter how sincere the players are, is a game of demand and supply with one side winning. In the long run, and only after a lengthy and debilitating battle has occurred, the Institute depended upon the Government for over 90% of its budget so we were forced to play this game also. In the early years the Government would provide a figure and we would live with it, but I faced a different budget from the outset. It was more scientifically worked out and reflected the growing complexity of this Institute of Sport. We had what is known as a one-line item budget. This meant that, although logical divisions such as salaries, facilities, competition budgets, travel, entertainment, etc., existed, in the end we were accountable only for the bottom line, and we were a public company. The encroaching bureaucracy failed to understand or purposely ignored, the battle we had with white anting institutions around Australia so budget terms were abnormally intense. The Government had sneaked in a particularly offensive item the year I first arrived. It was called a subvention. As discussed earlier, it meant that we had to pay rent on our own properties. The absurd situation arose whereby we were charged \$622,000 rental out of our allocated budget. The nature of the implementation of this subvention was also a problem. Whilst John Brown, Kevan Gosper, Perry Crosswhite and I were at the Los Angeles Olympics in 1984, Bruce MacDonald reduced our budget by \$600,000. Our combined efforts managed to reverse this late night operation which introduced another problem. In the beginning the Institute was a separate entity answerable only to the Minister and budgeted separately. Now our budget was part of the allocation to the Department of Sport, Recreation and Tourism. This meant that we were now battling other groups for our wherewithall. The containment battle had reached such a stage that our budget infighting further distracted us from our real purpose. We constantly reminded the Government, especially the Department of Finance, which we did not wish to pay a subvention in 1985-86. Our projections were based upon our needs minus, or without taking into consideration this silly subvention of give and no give. They understood our position and partially agreed, but in the last moments before midnight we were confronted again with the fact that \$600,000 had to be taken from a budget that was already stretched dangerously thin. What will you cut out? was the demand from Finance when the depleted budget finally arrived. "Nothing," we replied, being equally intractable. But, of course, the practical situation had to be reviewed. In spite of Finance's perfidy, we had to balance the budget come June. We looked again at our likely revenues from the indoor stadium, the dormitories and our promotions. It was reasonable to expect extra from these sources. So we convinced the Board of Directors into budgeting a \$75,000 deficit at that stage and promised to pull our horns in should the situation become alarming in the next four months. John Scarano and Bob Hobson were naturally unhappy with deficit budgeting. It was John Scarano's habit, however, of supplying a detailed monthly budget with projected problems outlined. We knew, therefore, we could closely monitor the budget as the year progressed. Many things happen in the complexity of financing such a diverse institution during the course of a year. Dr Silber, you need not to

be reminded of the need for agility, flexibility, risk-taking, yet firm action in the case of enhancement or shortfall. Paul Brettell and I, along with other senior management, decided to continue our growth and development as of the original budget while at the same time maintaining strong scrutiny of projected deficits and problems. After three months, John Scarano wrote to me warning of a projected deficit of \$374,000 should we continue our current march. He signalled areas where possible blowouts would occur and finished an excellent analysis with the following comment:

In summary, the expenditure trend developing is in line with the approved budget. However, the approved budget shows a shortfall of \$374,080 and if we are to work within revenue raised then some accounts and commitments need to be reviewed very soon.

It was proper for John Scarano and his immediate supervisor, Bob Hobson, to urge us to curtail certain projects. It was proper for me, Paul Brettell, Peter Bowman and John Purnell to continue to find ways to maintain development while still heeding advice of our financial experts. Sustain with Kelloggs was about to be launched. This would net us money. I knew we would save a little on salaries because approvals for some positions budgeted for had not yet arrived. Also, we had projected a strong capital development in the Sports Science Sports Medicine areas. Unfortunately, these would suffer in the event that the projected monies would not arrive. But I was still confident that we could reach a balanced budget and salvage most of the developmental schemes.

By the 30th October, new projections on our eventual budget shortfall were not encouraging. It was evident that the figure might reach as much as \$543,000 should we not act immediately. A more realistic net projected shortfall was figured at \$454,000. It was time for action. My finance officers had listed areas of expenditure reduction, which included food, travel, salaries, hospitality, capital expenditure, administration expenditure and small cuts in promotions, recruitment, professional services and scholarships for visiting athletes. On the 11th of November we spent much of the day agreeing to or arguing about the merits of each area. Finally, it was agreed that \$315,000 would be eliminated immediately leaving a current projected deficit of \$140,000 on that day. A more ruthless list which we also compiled reduced our projected deficit to \$53,000. As we had already had expressions of interest from two major sponsors, a number of minor sponsors and the Kelloggs' Sustain program ahead of us, I reckoned on receiving at least \$150,000 from these unplanned sources. The figure of \$140,000, therefore, did not seem unreasonable at that stage and it permitted us to continue many of the projects for at least two more months before definitive action was needed. Our deliberations are outlined in my rough notes included on Page 266. I was grateful to my budget officers for their care and accuracy in providing vital information on the question of monies. I am an adventurous spirit, loving to create and mould, to project and to develop, but in 30 years of professional leadership I had not yet failed to balance a budget, so I wasn't about to start in 1985-86 at the Institute of Sport. We did, of course, eventually balance our budget with a little to spare, but the "boo birds" at this time were in full cry. Frankly, they had no idea about development and little concept of the risks needed in budget projection. My

own staff, mostly consisting of public servants, were not adventurous either, with, of course, a couple of exceptions, so they got the jitters sometimes as well.

The composition of the new Board was such that many completely misunderstood the budget projections of the time, so tension mounted as misinformation bounced off various walls landing on sympathetic, unsympathetic, even hostile ears in the process.

I had budgeted a general travel item as what is commonly known as a slush fund. In the words of Vice Chairman, John Coates, "anyone who doesn't cater for emergencies in budgets is indeed foolish." I agreed with John and had found it most frustrating not to have a little reserve to meet developmental needs as well as sudden shortfalls caused by emergencies. in the previous year. The vast majority of this modest amount went to the coaches and to projects which would promote the Institute. I was criticised for this fund in latter days by inadequate "executives" out of contact with the real needs of this dynamic place. Frankly they let me down badly by projecting inadequate figures and messing with the directions of the Institute through ultra conservative budgeting manipulation.

Much has been made of the finances at the Institute in the public press around that time. It was bunkum!! A ploy used by the less noble to win public sympathy for their prejudiced articles. The figures stand, however, as immutable evidence that the finances of the Institute during 1985-86 were in reasonable condition and within the budgeted projections. The brouhaha that followed was the making of one mischievous reporter, two windy middle management executives and the antics of three Board members whose opposition to me had already been declared. The actions of November 11th were never reported publicly and the word, "projected deficit" appeared as "deficit" in the press reports of that time. These two inadequacies combined to destabilize not only the Institute and its supporters, but also the Minister of Sport and my authority as Executive Director. It was an unfortunate confluence of irrational and empty headed actions accompanied by loose words. The habit of the Australian press of not doing independent research meant that these mistakes rolled around from paper to paper as each reporter consulted his own colleagues' articles for a validity that was false.

Also, at this time I had been alerted by Paul Brettell that Mike Hurst of the Sydney Daily Telegraph had been calling around and was "out to get me". He'd asked questions of people in the Foreign Affairs Department - Was I an Australian citizen? - and called prominent swimming coaches about my competence. When told that I was very competent, his comment was, "Well, I can't use you, can I?" It never entered his mind that such comments tended to balance vitriolic information that he had received from other sources. On Friday, November 15th, Mr Hurst and features editor, Ken Anderson, sought and were granted an interview in my office. It is the only time that he had spoken to me since the Giles affair and his ardent committed advocacy for the departed coach. The questions were direct, and I felt I answered honestly, hopefully clearing up any misunderstandings. Tape recordings were kept of that meeting which indicated how little trust Mr Hurst had of himself and of us. I offered him a copy of the book I'd written on track and field in Rhodesia (Zimbabwe) compiled after my year in that fine country. This

was in answer to his question, "Who are you?" but he declined to accept the book and obviously had done no research into the history of track and field in Australia. Even casual inquiry would have established my position during the 50's and 60's in track and field, in participation and in coaching, and in the pioneering work I had accomplished in Papua New Guinea and the South Pacific. Mr Hurst's knowledge of my position and background was as ignorant as his rating of the strength of Australian coaches at this time. After this interview I remarked to John Purnell and Peter Bowman, who were both present, "In August I came back from visiting our perceived enemies in Europe and the United States. Today, I was interviewed by our real enemy, right here, in our midst, in Australia."

The \$140,000 Reduction ATTACHMENT A

SOME POSSIBLE AREAS FOR EXPENDITURE REDUCTION

	Total	Cum. Total
1. Food costs (note this represents an adjustment after examination of current expenditure trends against income) ✓	\$20,000	
2. Travel - to be determined	\$50,000	70,000
3. Cancellation of professional fees ✓	\$10,000	80,000
4. Salaries (some further reduction may be possible in the future - we will monitor closely) ✓ \$10,000 (4.24) \$11,000	\$100,000	180,000
5. Scholarships ✓	\$40,000	220,000
6. Hospitality X	\$10,000	230,000
7. Capital expenditure - Sports Science \$20,000 X Sports Medicine	\$60,000 \$5,000	290,000 295,000
8. Administrative expenditure ✓	\$15,000	310,000
9. Information Centre ✓	\$5,000	315,000
10. Promotions & Marketing ✓	\$15,000	330,000
11. Plant & equipment (already reduced) (addition) X \$35,000		
12. Brisbane, Perth - Admin. ✓	\$5,000	335,000
13. Recruitment ✓	\$5,000	340,000
14. Satellite sports program (Lancet) ✓	\$15,000	355,000
15. Professional services ✓	\$10,000	365,000
16. Other (?)		\$315,000

Unallocated \$10,000
 Low Salary \$20,000
 New Training Unit \$20,000

\$455,000
 315,000
\$140,000

TK \$53,000 Reduction

Possible Reductions

	TOTAL	CUM TOTAL
1. Salaries and Allowances	125,000	
2. Travel - Competition program	45,000	170,000
- general travel fund	30,000	200,000
- other travel	15,000	215,000
- cancel professional development	10,000	225,000
3. Professional Services	10,000	235,000
4. Satellite Sports Program	30,000	265,000
5. Scholarships	50,000	315,000
6. Entertainment	10,000	325,000
7. General Services	20,000	345,000
8. Promotions/Marketing	15,000	360,000
9. Residences - food costs	20,000	380,000
10. National Training Centre Program	20,000	400,000
11. Capital Expenditure	83,000	
- Sports Science	35,000	433,000
- Sports Medicine	5,000	438,000
12. Brisbane/Perth Administration	5,000	443,000
13. Information Services	7,000	450,000

\$53,000 Total

CHAPTER 12 The Real Enemies

On Tuesday, the 19th of November, the Institute was attacked, politicised and discredited by a newspaper front page article in The Sydney Daily Telegraph, that represented weeks of subversive activity and a panoply of misinformation, spite and sensationalism. So well had the Telegraph reporters planned their work and so vicious was their incision that Parliament became entangled that same afternoon in a Brouhaha that finally ended in a vote of confidence motion two weeks later. The front page of this sensationalist tabloid, owned by the Murdoch chain, blasted the headlines, "Leaked Papers Expose Sports Sendup." Messrs Hurst and Anderson had managed to push the first meeting of President Reagan and Michael Gorbachev from the front page to page two and this perspective typifies what followed in the days to come. There was no need for the two sensationalists to have had anything leaked. The AIS is a public company and subject to the Freedom for Information Act. Messrs Hurst and Anderson simply needed to ask and most of the papers would have been forthcoming. Had they pursued their request to the Appeals Tribunal they could have had the entire filing system at their disposal. But they chose to deceive the Sydney public by inferring that the papers had had to be leaked. What followed was a vindictive personal attack on me as Executive Director, my colleagues, my children and those closely associated. Unfortunately, much of the information they proffered was faulty but it certainly set up a chain of reaction that shook the Government in the succeeding two weeks. I was accused of excessive spending and of providing airline tickets for Paul Brettell's wife. Quotes from memos were featured in a beat up which was entirely beyond the merits of the situation. I instance the accusations:

- (1) I had paid \$2,800 from the Spot Merit Fund to provide an air ticket for General Manager's Paul Brettell's wife.
- (2) The coaching budget had been cut so that I could fulfil a pledge to the proposed Illawarra Sports Institute of \$17,000 start-up money.
- (3) I had employed my daughter, Leigh, and denied employing my son Paul at the Institute.
- (4) I had travelled to the Grand Finals of Australian Football and Sydney Rugby with two executives.
- (5) I had appointed Dr Jean Roberts under dubious circumstances to the staff of the Institute.
- (6) I had increased spending on entertainment and hospitality 20 -fold.
- (7) I had dismissed coaches Giles and Pursley for no good reason.
- (8) I had been a relentless tourist and that these excesses had caused my coaches to cut corners.

The attack, which was intensely personal and vindictive, occupied the front page and pages 2, 10 and 11 of the Sydney tabloid. The conspirators had not done their homework on the accuracy of the details, but they had farmed the political climate well. In Hansard, the next day, Mr Connolly, a fanciful Liberal from New South Wales, probed Federal Minister John Brown about these matters in Parliament. The Shadow Minister, Mr White, queried Minister, John Brown, who defended me and the Institute admirably. I prepared a press response on a day that saw a television crew parked permanently outside

the Institute awaiting interview. Indeed I had my boxing gloves and was ready to go after these two worms with every strength I could muster. After issuing a general response on the first day, I was asked by John Brown to leave all public response to him. At first I was inclined to debate the Minister, wanting to battle this one at the personal level the attack had been made. But it was obvious that, after the second day of allegations of improprieties over capital purchases were made, the issue had gone beyond John Cheffers and had become a matter of the Telegraph fuelling the Opposition to attack the Government. So I acquiesced and let John Brown, who was doing a superb job, wage my defense. My first reaction was:

AIS Statement on Daily Telegraph Headline -Tuesday. 19 November 1985

This morning's front page headline in the Daily Telegraph written by Mike Hurst and Ken Anderson is disputed in accuracy and perspective by the senior management of the Australian Institute of Sport. Figures quoted are frequently inaccurate, leaked documents displayed are a part of discussion between departments rather than definitive decisions, and the perspective is one that dwells on misperception, exaggeration, and innuendo. Messrs Hurst and Anderson have not alleged wrong doing, but they have questioned priorities. These judgements are part of daily decisions necessary for all senior executives to make. The Executive Director said, 'My actions at the Australian Institute of sport have been taken without prejudice to any employees and in the best interests of promoting the aims and objectives of the AIS. I hope that other perspectives will arise out of these assertions.

It is appropriate to record my response at this stage to the attacks in a note to John Brown on Tuesday, the 19th of November.

Details refuting the Daily Telegraph article, pages 1, 2, 10 and 11; Tuesday November 19, 1985.

1. Paul Cheffers Consultancy at the Institute

My son, Paul, visited for one month in Canberra from Boston, USA. He is a Systems Programmer at Boston University and has achieved considerable expertise in this field. He brought with him two programs developed at Boston University relating to descriptive systems and human performance and behaviour. I have used these systems for approximately ten years. When Paul arrived he spent at least one week installing the programs on the computer at the AIS ready for my use next year evaluating involvement and in the description of coach/athlete behaviours and their interaction patterns. After consultation with Mr Bob Hobson I decided to reimburse my son at \$150.00 a day for four days. His expertise in installing these systems here was unique and we are grateful that they are now ready for use. When questioned by Mike Hurst about my children's employment at the Institute I did not include Paul because I did not regard this brief consultancy as employment and did not think of it at

the time. I have never denied that Paul worked here - the matter was never brought up. If Mr Hurst had checked this point with me I would immediately have informed him of the above information.

2. Higher Duties

The allegations about irregularities and higher duties allowances are absolute nonsense. When requested by Bob Hobson for permission to award higher duties for absent senior employees I at first rejected except in the case of the Executive Director and the General Manager's position. Requests were made too from coaches for higher duties allowances and I considered that if administrators were eligible so, too, were coaches. When pressed for a final decision I stated that no one would receive higher duties allowances except after an absence of four weeks. Naturally, the Executive Director and General Manager's positions had to be filled and there was no prejudice thereto intended.

3. Spot Merit

My initial statement about Spot Merit was to the Board in June 1984, where permission to give Spot Merit was awarded to the coaches. But at the time I stated that I would give Spot Merit to all employees so deserving although the letter from Kevan Gosper mentioned only Spot Merit for coaches, the intention was always to apply this to all deserving staff. The decision to award Paul Brettell Spot Merit for \$1500.00 in the current financial year was the first Spot Merit awarded to Paul. I mentioned that it was fine for him to use it towards his wife's airfare as Pauline would be particularly helpful with the busy rounds at the World Student's Games in Japan and subsequently a further \$1300.00 to be added to this amount. I gave permission for this to be paid also but Paul refused, thanking me, acknowledging my rights so to do, but indicated clearly that he would pay this himself. I accepted his position although I believe that Pauline Brettell worked hard for the Institute the entire time the pair were away. General Manager of the swimming team, Mrs Evelyn Dill-Macky, is prepared to substantiate the work Mrs Brettell performed. She herself informed me of this intention, if we so require. Paul Brettell decided to return the cheque on the 11th of November.

Details of the Article

1. *Office furniture of executive quality was purchased, but not at the prices quoted in the newspaper. The chair and the desk are non-recurring, one-time purchases which will serve all subsequent Executive Directors for many years to come. They are tasteful, but not overly expensive by comparison with offices outfitted for other permanent heads in the bureaucracy.*

2. *All expense accounts are open for review have been audited and no impropriety has been suggested. The Price Waterhouse investigation will reveal this.*
3. *The trips to the football grand finals by three senior executives in the Institute were working trips. Although invited by the Hawthorn Football Club in Melbourne and the Sydney Cricket Ground Trust in Sydney, we purchased (out of my own pocket) tickets for the former. Whilst on these trips many discussions were held with prospective marketing clients and, we believe, two rooms were well advanced for sale at this time.*

The Articles' Main Thrust

1. *Authorisation for the payment of Spot Merit towards Mrs Brettell's plane ticket was given. All employees are eligible for Spot Merit - some have accepted, some have not. It is their prerogative. It is only awarded for excellence of performance in the specific tasks associated with the individuals concerned. Repayment is a prerogative of the staff as is non-acceptance.*
2. *My son Paul's employment as a computer programmer. As mentioned above, I have never denied this but simply did not regard it as permanent employment.*
3. *On page 10, the coaching budget was not cut this year, indeed it was increased for all sports.*

Specific allocations to sports will be provided by Bob Hobson. The minute relating to the Illawarra Sports Institute was a very early minute from me to Peter Bowman when matters were under discussion. The Illawarra Sports Institute funding contribution was taken from the satellite coaching and programs budget. Not one penny of this was funded from the resident coaches' budget at the Institute. Statements of authorisation from the Board of Directors in support of the Illawarra Sports Institute as post hoc to my decisions are not true in toto. Vice Chairman Bloomfield and I conducted the discussions with members of the Advisory Committee for the new human movement program at Wollongong University. The Board was kept informed of our progress on all occasions. It was subsequently decided not to fund any more regional Institutes without a detailed proposal being resubmitted to the Board due to budget restrictions and entanglements with Mike Cleary's Home Bush Bay plans. I absolutely refuse to take criticism for this initiative which has been widely applauded.

4. *The Bill Sweetenham Quote.*

Bill is a determined, brilliant coach always on the lookout for a better deal. We dialogue many times each week. His bouts of frustration are legion and we have all come to respect, even enjoy, his many statements and his complete dedication.

5. *The amounts quoted for my desk and my chair are inaccurate.*
6. *The hospitality figure for the 1984-85 fiscal year includes openings in Brisbane, sponsors' functions, and a vastly increased contact with media, visiting coaches, and dignitaries, and, in particular, dignitaries from overseas.*
7. *The trip to the respective grand finals has already been covered.*
8. *Reference to my travel requisition forms and addressing the Carbine Clubs in Sydney and Melbourne gives example of this prejudiced reporting. Had they asked me if I addressed or spoke to the two Clubs I would have answered in the negative. My address was to another function in Melbourne on the Friday prior to the grand final. It was not to the Carbine Clubs. The inferences here are that I falsify records at the Institute which is not true.*
9. *The discussion on the hire of Dr Jean Roberts is particularly heinous. We interviewed for a Sports Administration position assisting Peter Bowman. A committee consisting of Bill Sweetenham, Peter Bowman, and Bob Hobson interviewed thirteen people on the final list. They could not separate Dr Roberts from Henry Daigle. Both people were extremely well qualified for the position and in my view the workload justified hiring both. I, of course, made this decision taking into account staffing priorities across the Institute. Resulting from the Macpherson Report and concerns that management boosting was needed for Sports Science/Sports Medicine, I moved Dr Roberts, who is an excellent administrator, to that new posting. Her position has now been filled by one of the basketball coaches who is transferring from coaching to administration at his request. The details of duties of these two positions have been made in a note from Paul Brettell to the two people concerned.*
10. *Finally, the money spent entertaining the Tax Summit in Canberra is well invested and I have not done any about-face on the higher duties allowances, rather specified a strong position "in this regard.*
11. *My trips this year have been in response to invitations with the task of profiling, building, and representing the real work of the Institute of Sport through visitation and public speaking. I have spoken at the following University Blues Dinners:
Queensland, Newcastle, New England, New South Wales, Tasmania and Bathurst College, with others coming. To Olympic and coaching associations in Victoria, New South Wales, South Australia, Western Australia and Queensland.*

I have spoken to national sporting meetings of gymnastics, basketball, track and field and swimming. To scientific meetings in Ballarat, Wollongong, Melbourne, Sydney, Hobart, and at Sportsmen's dinners at Ballarat, Melbourne, Sydney, Brisbane, Perth, Darwin and Cairns.

I have run myself ragged in promoting the aims and objectives of this Institute. Paul Brettell and I have complemented each other with the promotion and running of this Institute in Australia. It is heinous that we should be pilloried for doing our job - well. Leakages are always suspect for the motives contained therein.

John Cheffers

The sports world was in a tizzy as a result of these charges. The phone did not stop ringing and I was sorry that I had muzzled myself as I was dying to get into the fray after the second article on Wednesday, the 20th. The Telegraph accused us of awarding a contract for boats without considering a second quote. We had interfered with the tender process and had destroyed a document in a tender file illegally contravening the Freedom of Information Act. The paper made much of our supposed illegality on this matter. Once again pushing all other news from the front page. Also I had dismissed coach Dennis Pursley ill advisedly. The not too subtle picture that was painted was that I was divesting the Institute of its talented coaches for no good reason. Although it was painful at the time and caused much paperwork to flow between my office and the Minister's departments, I am pleased to record the finish of that story two years later. After ten months exhaustive investigation by the Australian Federal Police the matter of impropriety on the boat sales and interference into files in the Freedom of Information process was found to be free of any misdeed or miscalculation. My response on behalf of the Institute to Wednesday's allegations is included.

DR JOHN CHEFFERS' STATEMENT ON THIS MORNING'S ARTICLE - 20
NOVEMBER 1985

"As a result of the second article in today's Daily Telegraph (20/11/85), the Executive Director of the Australian Institute of Sport said 'Dennis Pursley was a fine coach and we were sorry to lose him. He would, as I was, be surprised at the angle pursued by this morning's front page Telegraph. No coach at the Institute is dictated to on matters of program or style but where crises occur administrators do need to step in and help resolve problems. The coaches and the athletes are our frontline troops and receive every assistance and a very large degree of independence in decision-making at the Institute. We welcome the investigation into yesterday's allegations of financial impropriety through the medium of an impartial source ordered by our Chairman, Professor John Bloomfield, and the Minister of Sport Recreation and Tourism, Mr John Brown. As to the allegations that one boat building firm's quote was ignored in the decision to award the rowing boat's contract I

can simply say that all documents were made available to the Administrative Appeals Tribunal (AAT) as a result of an FOI application on 21 October 1985. The AAT handed down its formal decision on the 25 October 1985 (Folio No N85-239) which ruled in our favour. The decision to award the contract to one firm was taken in the light of the best information available at the time and in the presence of the Australian Rowing Council, Institute coaches (which included the National Coaching Director), the General Manager of the Institute and the Assistant Manager for Sports.

For further information contact Mr John Purnell on 062-521111."

I was accused of railroading Dennis Pursely out of the Institute, reporter Hurst picked on Pursely so he could throw a red herring across his friendship with Kelvin Giles. Minister John Brown had referred to this collaboration in Parliament the day before. It was a damaging revelation of Hurst's cause as it pointed to a plausible explanation for the motivation behind the viciousness of the Press attack.

WEDNESDAY, 20 NOVEMBER 1985 ARTICLES -DAILY TELEGRAPH REBUTAL

Dennis Pursley quit because of his insistence that it was his way or the highway with swimmers. This led to severe crises before my arrival, and immediately after I arrived, Mark Stockwell quit the team because of Dennis's attitudes. My approach to Dennis was "Can you treat the swimmers individually?" He said, "No." In the spirit of respect we agreed that his attitude, and mine, were not compatible. He resigned. In a radio interview this morning he was far from vitriolic towards me and he was supportive of the Institute. Hurst has seriously sensationalised and deliberately misinterpreted Dennis's reasons for resignation.

The Probe Ordered

This part merely recaps yesterday although they mentioned some of our successes in the latter part of the article.

Page 10

The Daily Telegraph editorial finally comes down to admitting that my "administration style" is under question. The article on the row boats infers that I prejudged the selection, which is not true; that I have authorised a change of documents, which is not true; and ignores the fact that the Administrative Appeals Tribunal, in a ruling last October 25, found in our favour. The second hand boats acquired from the Australian Rowing Council referred to in the article were new Swiss/German boats purchased by the Australians and used at Los Angeles. We acquired them at the right price and they are currently in use at the Institute. All the nonsense about the quality of Sargent & Burton's boats was put to the test at the recent world

championships. Sargent & Burton and Sykes both donated boats. Sargent & Burton donated the single scull (light weight scullers finished ninth this year) boat and the squad sculls (which won the silver medal last year in Los Angeles finished eighth). By comparison, the Sykes boats were (Adele Ferguson) light weight single sculls which won gold, and the light weight women's four which won bronze. These championships held at Hazewinkel (Belgium) in 1985 clearly indicate that the quality of Sykes' boat holds up well under any comparison. Reference to the reasons given for the selection of Sykes over Sargent & Burton in the original order are correct - I, under advice from the experts, mentioned that the experimental nature of the eight was a worry. It is true that this eight was not the one that they quoted for, but I was not aware of this at the time, and acted upon the advice of my coaches. Nevertheless, the quality of Sykes, and their record of service was so good that the decision was made to go with them without prejudice.

References to the processes as a "tender process" are inaccurate as they were "quote processes", and each firm had equal opportunity to gain the contract. I know of no further irregularities in this matter.

JOHN CHEFFERS

Executive Director

I include these attachments written at the time to authenticate my reactions. It is appropriate to record also that Mr Brettell wrote in confidence to the Minister on the matter of a supposed Statutory Declaration made by a former temporary secretary and a correction of the distorted prices quoted on the cost of the office furniture. These two confidential notes clearly indicate that the sources on which the Telegraph was drawing its information were patchy indeed. I have included also the sequencing of the boat drama as checked by the people who were with me when the original decisions were made .

CONFIDENTIAL Row Boats

The Minister

Statutory Declaration - Rowing Boats

- 1. You foreshadowed with me a question to be asked in the House referring to the Statutory Declaration indicating that a former secretary alleges being dismissed because she refused to alter a document on file.*
- 2. The facts in relation to the rowing boats are well known and all documents on the file have been examined by the auditor, and recently by the Administrative Appeals Tribunal. To imply documents were removed or tampered with is nonsense. It is true that after initial*

discussions, when it became clear that Sykes' boats were the best we asked Sykes to 'sharpen his pencil' and give us another quote. This he did and we saved a few extra thousand dollars. Jim Warren (Price Waterhouse) had indicated he sees this as common business practice in quotation situation.

3. *Dr Cheffers' temporary secretary at the time was Mrs Pam Tickner who was initially employed on a temporary basis on 4 September 1984, extended on 25 September and 6 November whilst we were still trying to sort out our full time secretarial staff. Mrs Tickner offered her resignation on 1 February 1985 and was not dismissed by us. The relevant correspondence is attached, and you will see that Dr Cheffers indicated he was happy to provide a reference.*
4. *Mrs Tickner was reasonably competent, but prone to being vague and dreamy, and she was very keen to work standard office hours only. It became clear after some counselling that Mrs Tickner would not adapt to the pressure and volume of work at the AIS. We were not disappointed, therefore, when she resigned to take up another position, but to imply she was dismissed is incorrect.*
5. *Should you wish to discuss any of these matters further I am happy to do so.*

P L BRETTELL General Manager

CONFIDENTIAL Executive Director Furniture

The Minister

Executive Director - Furniture

The Executive Director's desk cost \$7000 not \$8000 and chair \$1000 not \$3000. Total cost of outfitting the Executive Director's office and ante room was approximately \$19,000 which would be less than the costs associated with many offices of senior public servants.

I had someone contact Artes (the company that provided much of our furniture) and it was ascertained that:

2-3 years ago the office of National Assessment paid approx. \$4000 for a desk (say \$6000 approx. at today's prices);

Department of Finance in 1982 paid \$1000 for a chair (probably \$2000 at today's prices).

In fairness to the Executive Director it should be remembered that we were originally seeking a desk and conference table. We compromised by buying a

desk with a 'bulb' on the end of it to serve as a conference table. No conference table was purchased.

Advice from Carmen Furniture is that for the average Public Service Executive they are given a budget around \$15,000 to work with.

P L BRETTELL

General manager

NB Sequences of the boat saga are as follows (checked with John Coates this morning:)

1. *Rowing was a new sport to be admitted in April. Batschi's first pay day was at the end of January 1985. After discussions the Rowing Council offered the Institute boats purchased and used at Los Angeles 1984 at a good price. We agreed to purchase on the recommendation of the Council.*
2. *Batschi, National Coaching Director and our new coach, was asked to select boats for the incoming group. He selected boats from Sykes. We obtained a quote. The Rowing Council wanted to proceed this way with the Olympic boats and the new boats ordered from Sykes.*
3. *We received a protest letter from Sargent & Burton and said to all concerned we will take quotes from both groups and then decide. Sargent & Burton then submitted their quote.*
4. *We met Coates (Australian Rowing Council President), Batschi (National Coaching Director, not yet, but soon to be our Head Coach), Shakespeare (impending coach), myself, Paul Brettell (General Manager) and Peter Bowman (Manager of Sports). On the recommendation of the coaches, Sykes was considered a better boat so we awarded the contract to Sykes. All agreed.*
5. *In a letter to Sargent & Burton I softened the blow by mentioning the fact that one of the problems was the experimental nature of their eight, which subsequently proved to be less of a problem because they were prepared to provide either the orthodox, or the experimental eight. But the decision was initially based on the quality of Sykes' boat.*
6. *Subsequent results at the world championships this year -two boats from Sargent & Burton finished eighth and ninth; 2 boats from Sykes finished first and third, justify our selection.*
7. *After the decision had been made the coaches sought a better price from Sykes. He obliged.*
8. *Dempster from Sargent & Burton approached me and we had a conversation, the minute of which is included.*
9. *Dempster at the same meeting expressed dissatisfaction and served an FOI Request on our files.*

10. *We obliged in three stages withholding only because of the commercial practices in question and in respect of the privacy of Sykes' quote.*
11. *The Administrative and Appeals Tribunal ruled that they were certain that we were withholding no documents, and to our mind we were not. By this time all documents had been made available, with permission, to Dempster.*
12. *Dempster raved and rambled.*
13. *We are at a loss to know how to deal with his fictitious claims.*

John Cheffers

EXECUTIVE DIRECTOR

The Minister, under great pressure from a jubilant Opposition, conceded that an investigation would need to be made and ordered the internal auditors, Price Waterhouse, to carry out this probe. The Terms of Reference were hastily constructed and, although sincere in intent, caused problems even exacerbating some of our problems. The charges for the Terms of Reference were twofold:

1. *the specific allegations made in newspaper articles appearing in the Daily Telegraph of 19 and 20 November 1985 and any subsequent criticisms which are relevant,*
2. *the adequacy and efficiency of financial management practices and controls at the Australian Institute of Sport.*

The first Term was obvious and important, but the second Term could only be answered by a much more specific and far reaching investigation. It was this second term added hastily by Bob Hobson, I believe, which caused much misinformation to be spread ignominiously and incorrectly.

On Saturday, the 22nd, a third front page blast pushed aside important information in the Sydney tabloid. I was accused of making threats of scholarship cuts should Kelvin Giles be given the vacant position of National Coaching Coordinator with the Australian Athletics Union. All concerned with the inquiry considered this article to resemble "empty calories." It was nonsense from start to finish. The only input I had into the consideration of the new coaching director's position was a telephone call instigated by Athletic Union Secretary, Rick Pannell, at which time he asked me,

"How would the Institute take the appointment of Kelvin Giles as National Coaching Director?" I replied, with a laugh, "Rick, we would be less than enthusiastic, naturally, but that decision is yours to make." The reader would be surprised if I adopted any other pose, but the position, chalked over the front pages of the morning tabloid and

written by none other than Mike Hurst, was complete fantasy. My response to these allegations is included.

25 November 1985

The Hon John Brown MP

Minister for Sport Recreation and Tourism

Parliament House

CANBERRA ACT 2600

Dear John

The front page article in Saturday's Telegraph was a surprise. At no time were any threats made against the Union about athletes, or accessibility, or was any hint given that we would withdraw support for the Union and its activities if Giles was installed as National Coaching Director. I did say quite firmly that we were opposed to such a move, for obvious reasons, but that of course it was their decision and would make no attempt to influence them other than to answer the question, by telephone, which Rick Pannell put to me which was in effect 'How would the Institute feel if Kelvin Giles became the National Coaching Director?' My answer was predictable 'We would not feel good at all given the need for close working relationships between the two bodies and the immediate past history of the Giles' severance.' I have copied the following:

- 1. Copy of notes made at the time Giles was informed of the non-renewal;*
- 2. Copy of final severance note once the new team was in place. This was made necessary by the fact that Giles was hanging around still using the office, library, copying machines, etc. In private conversation I asked Peter Bowman to inform his athletes, however, that he could continue to coach his athletes on the track and later I agreed that he could use the weight room and the medical facilities provided no referrals took place. His athletes were informed of this by Peter Bowman. And this has continued to be the case.*
- 3. A note from Maryann, Administrator in Sports Science/Sports Medicine, confirming Giles' contempt for procedures in that area.*
- 4. Copy of the infamous note he wrote concerning the dying Gary Knoke and my response.*
- 5. A copy of my notes for file following the clandestine circulation of his letter and that of his three athletes.*

6. *Other correspondence on the many articles that Hurst wrote apologising for Giles and the two letters of commendation I received for taking the non-renewal action.*
7. *A copy of the letter from Wendy Ey, Team Manager of Athletics, 1984, warning of problems with Giles.*
8. *A copy of an anonymous note to all staff the day after Peter MacDonald ceased employment here. We believe that MacDonald is intricately connected with the current goings-on.*

Yours sincerely

John Cheffers EXECUTIVE DIRECTOR

Normalcy Was Difficult

Dr. Silber, you are no stranger to concerted personal attacks on you and your family especially for doing the task that you are asked to do well and for having your actions misinterpreted by less noble elements in the immediate community. But the one thing that can do you in, in the midst of these attacks, is the foregoing of essential responsibilities. I refused to change stride even with the nonsense bursting on the premises. On the night of the second attack, Wednesday 20th, I presented the television speech for "Sports Star of the Year." It was received very well. The next evening I spoke at the Sports Medicine Conference in Ballarat to a full house. This was received well also.

I spent the weekend at the Institute while the audit was going on just in case any clarifications were needed. And on Monday, the 25th, I discussed the report with Jim Warren, leader of Price Waterhouse in Canberra and Chairman of the investigation. It was frank, accurate and civil. We discussed only the first Terms of Reference article, a matter I regret today. Part 2 of the eventual report turned out to be very poor indeed and unworthy of the great firm of Price Waterhouse. Indeed Jim Warren acknowledged the difficulty of preparing Part Two from the outset of his investigation. Another concern I had with the investigation lay in the officers interviewed at the Institute. A great deal of information was gathered from Paul Brettell, Bob Hobson, John Scarano, Joan Faull and Peter Bowman. Subsequently, I was informed that only one of these had spoken strongly in my favour. Far too much information was fed to the reporters by people outside the Institute and John Purnell was ignored altogether. How anyone could ignore the Director of Promotions and Public Relations in an investigation such as this I cannot understand. Some hint was given to me by Jim Warren that John Purnell did not hold squeaky clean status with department members and other bureaucrats. The problem with the report was that it depended upon the input of others, some of whom were clearly the benefactors of my misfortune. Also most data were provided by people from whom I could expect few guarantees. The other problem lay in the fact that such investigations cannot "fail to criticize" because their credibility is at stake. In the words of one Price Waterhouse manager, the in-house comment most often heard in cases like mine is: "Auditors are the

ones that come in after the battle is over and bayonet the wounded." But I have to confess that the task was exceedingly difficult and the time demands great. One statement by one of the two investigators probably summed up the entire situation accurately, "When we held our first internal audit, Dr Cheffers, everyone I spoke to was 100 percent behind your leadership three months ago. Today, only one supports you - that does seem strange, doesn't it? " I reminded him that there had been a change in Board during that period and that attitudes had tended to trickle down. The Price Waterhouse report was presented to the Minister half way through the next week. The specific allegations centred around 10 points. It is appropriate to headline Price Waterhouse's findings and my responses.

The Specific Allegations and My Responses

a. HOSPITALITY

Because a number of items of expenditure were not adequately supported by the documentation, it does not mean that any wrong doing took place. I am looking forward to hearing from those in Finance as to the nature of these items so that remedy or repair can take place. Excessive entertaining of staff needs implication. Working meetings in restaurants did occur, not frequently, and in a time when no meal provision was possible at the Institute. It will be noted that there is a 17% decrease in the entertainment budget this year and not a single working lunch in a restaurant has occurred this financial year. Long before the bloodhounds from the Daily Telegraph had their day correction of this had taken place.

b. ENTERTAINMENT OF MEMBERS OF THE 1985 TAX SUMMIT

We have been completely cleared of any wrong doing in relation to the Tax Summit.

c. TRAVEL TO : MELBOURNE AND SYDNEY ON THE WEEKEND OF THIS YEAR'S GRAND FINAL

The travel to Melbourne and Sydney. The Auditor's report clears us of any wrong doing or excess and clears my name as far as the so called address to the Carbine Club was concerned. It is appropriate for the Auditors to comment on the travel as necessary in the light of statement they have made concerning speaking, filming, marketing and promotion activities which were clearly evident. It is stuff and nonsense to infer that three leaders from the Institute of Sport should not attend a function where sports administrators and promoters from all over Australia are gathered.

d. CUTS IN COACHING BUDGET

It was gratifying that the auditors clarified this issue. No money was taken from our sports although originally we had contemplated this especially as

the Institute up until my arrival had completely ignored the needs of development.

e. PURCHASE OF EXPENSIVE OFFICE EQUIPMENT

The inaccuracies of the papers question about my office furniture. The \$19,000 spent on my room and the anteroom is approximately half that spent by permanent secretaries in government departments. To single out my desk as an over expense is intriguing. This desk can be expected to last for many many years. It has simple class. They give an indication of quality comparison. The wall unit and desk in Mr Bowman's office which cost a little less than \$3,000 collapsed its doors two days after being installed. I accept the censure that the desk may have cost a little more than necessary but I do not accept the statement that this office is over furnished given its primary hospitality function. Frankly, I am prepared to take this hand slap for the sake of the quality in the desk. It is the Executive Director's desk not mine and I believe this issue more than anything else determines the trivial nature of the charges that have been laid against me. Four years after my departure it still faces the respective directors and is one of the more important traditions at AIS. An opportunity was given for its purchase and removal, an offer that was immediately turned down.

f. APPOINTMENT OF DR JEAN ROBERTS

It was pleasing to see that the truth on the Jean Robert's appointment was documented and attested to. Nothing was more odious than the attempt of the Daily Telegraph to pin me into the corner of overt favouritism than this issue. Dr Roberts deserved to get the job - she certainly did not deserve this obscene profile with the innuendo that accompanied it.

g. HIGHER DUTIES ALLOWANCE

My original position of higher duties was not to approve it. After a succession of representations from middle management I conceded that lengthy absences ought to be compensated for. Frankly I agree with the Auditor's suggestion that this system should be abandoned.

h. SPOT MERIT SCHEME AND TRAVEL OF GENERAL MANAGER'S WIFE

Spot Merit. I accept the representations for awarding the General Manager spot merit and its use towards his wife's travel with the Universities Team. I have made no secret of this and even stated on the memo that I would accept full responsibility. The statement that the spot merit system is divisive is scarcely inconsequential in the drive for excellence. There are going to be those who achieve and those who do not. A bonus system rewarding the

achievers is understood in every forward reaching enterprise in the free system. I am totally opposed to the recommendation that it be abolished.

i. EMPLOYMENT OF EXECUTIVE DIRECTOR'S FAMILY

I knew it was dangerous to employ my daughter but did so in answer to an acute shortage of typists at that time. The report acknowledges her employment but does not state that her references and evaluations were so good after one month that I continued her for a second month. It was never intended that she should remain permanent and she did not. Everyone who spoke to me praised her work and were sorry to see her go. My son did not only lodge two computer programs but was in the process of transferring one program from PL 1 language to the Fortran 4. These two evaluative programs which I intend to use here amounted to a costing of \$12,000 at least. No fee was asked of the Institute and I find it difficult to accept criticisms for a job that was done at \$150.00 a day. The normal programming remuneration is \$125.00 per hour.

j. PURCHASE OF ROWING BOATS

The rowing boats accusations amounted to nothing. I have no comments whatsoever to make.

The controversial Part Two relating the financial management practices and controls and budgetary processes was far too general and subject to misinterpretation. The report praised the Institute for most of the administration and finance procedures but indicated that there were weaknesses in travel, hiring facilities at the National Sports Centre, cash handling in the swimming pool and tennis courts, the payment system and the operation of souvenir shops, although it does indicate, too, that steps were being taken to strengthen processes. It was in the budgetary process section that I took most exception. We were criticised for not appreciating basic budgeting principles. A deficit of \$75,000 should never have been approved by the Board and a potential budget shortfall of \$450,000 was clearly unacceptable. I was annoyed at these criticisms and have said so publicly. Of course we understood the budgeting processes. It's just that we were unwilling to accept the dictates of the bureaucracy, especially with the dramatic shift of control from the Sports Minister and the Public Service Board to the Department of Finance. The potential budget shortfall was not \$450,000 at the time of the investigation and I'm afraid I was let down by my finance officers in that they failed to indicate clearly our actions of November 11. By this time we had a projected shortfall of \$140,000 with more adjustments in sight. This failure on the part of my finance officers to issue correct information gives insight to one of the problems existing at the Institute. Not always was every officer loyal, not to me personally, but to the actions of the Executive Director in proper discourse of his duties. Had Price Waterhouse discussed this question with me I would have shown them the documents correcting this impression, thus avoiding perhaps the biggest press misinterpretation of the entire episode. "We were \$450,000 in debt,"

said the press, and this figure rolled around from column to column, one paper to another, one state to another, for at least the next 12 months. Every time I saw it mentioned I felt like taking a big pair of scissors and snipping it out of existence. The information was so distorted and so damaging that the people of Sydney, indeed of Australia, were constantly deceived and the Institute increasingly damaged. We believed that the institution of Price Waterhouse as our continuing internal audit system was the best safeguard we could make against improper practices. One thing can be said about the whole process, no one was accused of dishonesty in this report. Misjudgements, yes, calculated risks, yes, priority rearrangement, yes, but dishonesty, never. We had some moles at the Institute of Sport and the white ants on some occasions were holding hands to avoid being trampled upon, but dishonesty on the part of any of the senior management team was never discussed.

The Board was due to meet on the Thursday and Friday, propitious times as they coincided with Thursday's presentation of the Price Waterhouse report to Parliament by Mr John Brown. Many telegrams of support reached my office during the time which were well received by those of us under attack but ignored, unfortunately, by the predators. The Telegraph, for instance, failed to appraise its readers of the statements of support telegraphed to its office during this uproar. Indeed the Telegraph, by now, was using editorial space and cartoonery to fend off the attacks of Minister John Brown and a reaction from parts of the sporting world who were appalled by the vindictiveness of the attack. The Telegraph was not against the Institute, it said, but objections were against Dr Cheffers' style and affixation of priorities. Such motivation scarcely justifies the three unwelcomed front-page appearances that I had already made.

John Brown presented the report in fair and frank fashion, clearly indicating that the Institute had been absolved of serious blame and pledging action where shortfalls had been detected. He finished by thanking all present, including the Opposition, for being patient at this difficult time. John Brown's performance in Parliament had been truthful and strong. I welcomed his support and am eternally grateful for his actions at that time. The Opposition, however, could not let this opportunity pass. Sport is such a volatile subject in the community. Attacking Governments on failure to produce sports promises is popular fare around the world. And the Liberals had performed so lamentably during this Parliamentary session that any crutch was clutchable and any sword thrustable in the closing moments of the Spring session. Under new leader, John Howard, the Opposition party had accounted poorly and been swamped on most occasions. I say this with some pain having always been a Liberal supporter and voter whilst living in Australia, but even the most one-sided of supporters would agree with me on my assessment of the Opposition party's status in November 1985 lamentable. So they chose this issue to attack the Government and upon which to move a censoring vote of no confidence.

Media Release Of Peter White M.P.

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STBY BCAST 62614 CLG

PUBTLX AA62614

CANBERRA PUBLIC TELEX 2811/85

MEDIA RELEASE PETER WHITE M.P. MEMBER FOR MCPHERSON

SHADOW MINISTER FOR SPORT, RECREATION AND TOURISM

JOHN BROWN MUST RESIGN FOR MP WHITEWASH OF THE
AUDITOR'S REPORT ON THE AUSTRALIAN INSTITUTE OF SPORT

"MR BROWN HAS FAILED IN HIS RESPONSIBILITY TO THE
GOVERNMENT, THE PARLIAMENT, THE SPORTS WORLD AND THE
PEOPLE OF AUSTRALIA BY HIS FAILURE TO ADEQUATELY
SUPERVISE THE MANAGEMENT OF THE AUSTRALIAN INSTITUTE OF
SPORT," THE OPPOSITION SPOKESMAN FOR SPORT, PETER WHITE
SAID TODAY.

HE HAS KNOWN OR SHOULD HAVE KNOWN THAT THINGS WERE NOT
RIGHT AT THE INSTITUTE. THERE HAVE BEEN ENOUGH WARNING
SIGNS. HE HAS IGNORED THEM.

UNDER PRESSURE HE INSIDUTES AN INQUIRY, BUT ASKS THE
AUDITORS, QUITE UNFAIRLY, TO INVESTIGATE THEIR OWN WORK.

WHEN THE AUDITORS REPORT WAS TABLED, MR BROWN BROUGHT
IN A WHITEWASH STATEMENT THAT COMPLETELY IGNORES THE
DAMNING ACCUSATIONS IN THE REPORT.

HE STILL PRETENDS THAT ALL IS WELL.

THE AUSTRALIAN INSTITUTE OF SPORT HAS BEEN ALLOCATED \$14
MILLION THIS FINANCIAL YEAR.

IT HAS ADOPTED A CARELESS, CAVALIER ATTITUDE TO FINANCIAL
MANAGEMENT AS THE AUDITORS' REPORT INDICATES.

THE MINISTER HAS FAILED IN HIS RESPONSIBILITIES.

HIS COLEAGUE, LIONEL BOWEN SAID IN PARLIAMENT ON 25TH
AUGUST, 1982:

"MINISTERIAL RESPONSIBILITY ... DOES NOT CONCERN THE
QUESTION OF WHAT ONE KNEW.; IT CONCERNS THE QUESTION OF
WHAT ONE OUGHT TO HAVE KNOWN."

THE MINISTER SHOULD RESIGN.

ENDS.

*FURTHER INFORMATION CONTACT: PETER WHITE 062 72 7358 OR
GOLD COAST 075 50 1199*

The ensuing debate was lively with many false statements made. "There is doubt whether Cheffers ever went to the Carbine Clubs in Sydney and Melbourne," said a pompous Peter White. John Brown took great pleasure in waving the official invitations to an entertained Parliament. The vote eventually went along party lines. The Government survived the censure motion as predicted by the scribes of the day.

My most unfortunate moments were yet ahead. The Price Waterhouse report was presented to the Board of Directors on the last Thursday and Friday of November. As a Director I could have, and probably should have, insisted upon being present at all discussions. I knew that the numbers were against me when it came to recognition and support on this reconstructed Board, but I agreed with Chairman John Bloomfield not to complicate matters and stayed away. It was the wrong decision. The vitriol that came from the Board was far worse than any from the Daily Telegraph, the Opposition parties in Parliament and the white ants at the Institute combined. They were frightened by the volatility of the entire affair. So was I. It was incredible that so much could be made of one Institute and one man in the community. The Board absolved Paul Brettell from any demeanour, severing his connections with me permanently. Paul was in cahoots with at least three of them, having gone to college with one and been a close friend of the Chairman for 13 years. He had been most fastidious in looking after the Board on travel and information matters and had readily accessed them to all of my movements whether understood or not. Paul Brettell had been this Board's man. In his defense they had made him Company Secretary so he was expected to service them efficiently and loyally. The Board quickly dismissed criticisms of any other management officer and concentrated full pressure on me. After all I was the Executive Director and I guess the buck stopped with me, so I cannot complain and will not even at this stage. No attempt was made to involve me in discussions on any of the accusations during those two days. This was a serious mistake on the Board's part and grossly unfair. Some of the accusations against me canvassed by Price Waterhouse were dismissed by the same source. They were too outlandish for even my enemies to accept - I had misappropriated \$25,000 and placed it in a foreign bank account, to give just one example. But I will never know the substance of the discussions. - Indeed, until I complained in mid-December the Chairman chose not to share them with me. There was little doubt that relations with my Board deteriorated rapidly at that time and frankly I was angry with the scapegoating and vilification that was going on. It was untrue and unfair. In the final outcome, however, I was censored on only two matters: the cost of my desk and on conducting too many staff working lunches. I'll accept those two censures. The desk was a conference table, beautiful in construction

and shape and an asset to the Institute. It did not cost the \$8,000 that the Telegraph ascribed nor did my chair cost \$3,000. The desk cost \$7,000 and the chair under \$1,000. Both items are not excessive when viewed with the overall setting up of my executive apartment, indeed the costs were modest by comparison with other senior public servants. The staff working lunches occurred mainly in the year before restaurant facilities were available on campus. I cannot remember one single lunch when we did not thoroughly discuss the Institute from entree to dessert, and it was one way that I could both reward and encourage my management people to work the incredibly long hours that were needed to sustain our developmental drive. What the Board forgot to do in censoring me for having too many staff working lunches defecated to the Institute was to thank me for the number of times the bill found its way on to my personal credit cards to be redeemed from the salary that John Cheffers personally earned. At least John Bloomfield did acknowledge my generosity sometime later when tempers had cooled.

The Board worked hard on a press release that would reassure the shocked country that normality had been restored to the Institute. John Bloomfield and Bruce MacDonald worked on this press release refusing to be advised by expert opinion. It was a silly press release that virtually agreed with the preposterous accusations of the Daily Telegraph, whilst condemning the Telegraph for its negative position. Copies were distributed during the final moments of the Board meeting Friday noon. Some Board members rushed off home but all were cautioned not to release the press article before approval from John Brown's office had been obtained. At 2 pm that day, properly, John Brown forbade the release from taking place. Can you imagine the surprise of all when in the next morning's Daily Telegraph a front page headline spouted the words, "We were right," and divulged the entire contents of this press release with a few other editorial comments as well. The story of the AIS mole had closed tighter on the Board and senior management itself.

Infuriated, John Brown ordered a tight investigation and John Bloomfield faithfully carried it out. Eventually the culprit unearthed himself. Geoff Pollard, President of New South Wales Tennis, competitor for my position in the first place and foe of most of my AIS initiatives, confessed to having read the press release "in toto" to Mike Hurst over the telephone the previous day. In explanation a little later he maintained Hurst had always been a trusted reporter in tennis and had never been unfair in his writing. He also maintained strongly that he'd done nothing other than read the press release to Mr Hurst. We found this hard to believe as several editorial gems, additional to the press release, had found their way into Mr Hurst's diatribe. Either Geoff Pollard forgot about these comments or someone else had supplied information as well. My disgust at this perfidy, so close to the management centre, needs not a jot more elaboration.

I travelled to Melbourne that evening in the fulfilment of my continuing duties as Executive Director. I was to speak at the Monash University's Sports Presentation Banquet. Monash was the second university constructed in Melbourne. It has a fine reputation, especially in the sciences, and its students exude a quality second to none in the Australian university scene. Sports information officer, Doug Ellis, had invited me several months before and I was delighted to accept. He had called me that morning in

Canberra expressing understanding should I be unable to redeem the pledge but I assured him that short of expiration I would be there. The students received me with a standing ovation and cheered every point which, I must confess, I embellished during that eventful speech. It was gratifying. But the most important thing that happened to me that day was a hand that dropped on my shoulder at the Melbourne airport by a concerned Australian leader of impeccable renown. Andrew Peacock, then in the wilderness for having been replaced as Liberal Party leader for lack of numbers by the battling John Howard, expressed genuine concern and gave me insights on the workings of that dreadful censure vote two evenings before. It was a pleasure to say to Andrew - "I hope I'm as gracious in my time of trial as you were in yours; I have a feeling both of us are not done yet." We shook hands firmly without a smile, but the warmth was there all the same. The attack, brutal, vicious and vindictive, had taken place. I did not appreciate its ramifications as I knew then that my dream for my contribution to Australian sport had been spoiled, but, then again, I had survived.

CHAPTER 13 Limping

If men were angels no government would be necessary. If angels were to govern men, neither external nor internal controls on government would be necessary. In framing a government which is to be administered by men over men, the great difficulty lies in this: you must first enable the government to control the governed; and in the next place oblige it to control itself.

James Madison

John Brown alerted me to this appropriate quotation. It is a pity that the papers coming in and out of the offices of public leaders either cannot be controlled or the people who control them for that matter. The secret, of course, is for people to control themselves. But that is cold fodder to a frozen beast. When it comes to determining why people are disloyal, the matter rolls from a comparatively simple question to a more complex consideration. I have never asked anyone to be loyal for the sake of loyalty nor would I expect any junior member of my staff to be loyal to a falsehood, but nothing of this kind was involved in the disloyalty to me at the Institute of Sport and only a small number of middle and senior management people were involved. I put the number at four and subsequent revelations from the many phone calls and visitations I received in the following months indicate that this number is accurate. A junior officer in finance, with little or no knowledge of the Institute objectives, numbered amongst this group. So too did Personnel, Registry and Senior Management. It is a painful thing to even think of, let alone live with a mole system.

Personal ambition, self-righteousness and territoriality were principle causes of the subterfuge which surprised even the moles in its volatility. I intended the Institute to be the best place for young sportspeople to develop their talent, in residence or not, in Australia. To overcome the petty rivalries that were developing in the states, the unfortunate jealousies of the domestic coaches, and the internal rivalries at the Institute itself, my purpose was to profile, to supply and to create the kind of aura that a great Institute needs if it is to compete with the best in the world. The speeches, the scientific service and research, the marketing and public relations ventures and the publications were all geared to this end. When I first arrived at the Institute my first charge from the Board was to lead, to profile and to develop. The daily operations were to be managed by Paul Brettell. When I was in residence Paul Brettell cooperated strongly. Unfortunately, when I was absent, much of the good work was undone.

During the Chairmanship of Kevan Gosper, working in close cooperation with a strong John Brown, disloyalty was virtually non-existent. Unfortunately, with the change to John Bloomfield and his close cooperation with the leading bureaucrats and Paul Brettell, my General Manager, disloyalty seemed to accelerate. I spoke with John Bloomfield about this matter and he assured me that his long telephone conversations with Paul Brettell concerned agenda matters for Board meetings. This was hard to believe. Two or three of the Board members had been calling each other, in clandestine

fashion, complaining about my directions for the Institute. John Bloomfield had only one criticism. "We need to tighten up matters, John, otherwise things are fine." I believed him and I think he was genuine. John Bloomfield was as surprised as I with the viciousness of the Telegraph attack and the volatility of the matter in the Federal Parliament. Libby Darlison had developed a habit that I did not appreciate. She would receive leaked information, always out of context, from two sources within the Institute. Then she would drop the letters or documents on the table at Board meetings and demand an explanation. It was pithy performance. Several times I asked her to call me in these circumstances so that we could deal with the matters. But this was not her style. She and others hated my style which was part of the problem.

What they considered flamboyancy, I considered enthusiasm and verve; what they considered risky adventure I considered necessary, calculated risk. They knew so little about the ways of elite sports development in other countries and my flair in highlighting our strengths and shortcomings sent some conservative board members cringing. When I announced in front of the Prime Minister at the opening of the residences that the Institute would continue to seek the very best in facility and potential, they interpreted my words as signalling high expense involvement. I was proud of the Institute, its physical plant, its coaches, a vast majority of its staff and especially its student body. The sharing of this pride was part of the profiling of the Institute of Sport. It was not the posture of the second Board. John Bloomfield actually said in one conversation, "The days of expansion are finished, John. We may have to tie down the ropes and make the national institute into just another regional sports institute." On another occasion John Bloomfield announced to the full Board: "No new initiatives are to be undertaken." It was obvious that this philosophic difference between the pace of the leading Board members and myself and the future directions of the Institute were bound to lead to conflict. I was determined not to "grub" the Institute of Sport simply because the universities and colleges in particular in Australia were underfinanced and under recognised; I was not prepared to restrict the Institute to such status. Yet several members of the Board regarded the Institute as meriting similar treatment to that of Australian universities. I kept reminding Board members that our foes were the East Germans, the Russians and the Americans, not other departments in the public service or universities in Western Australia or Queensland. An entirely new attitude had to be forged if we were to be competitive.

In my vision the Institute stood bright red, pregnant for action, amidst the eternal grey of Canberra. Several other red men have written of the futility and dangers of being flamboyant in the public service, or even enthusiastic. The measured postures of each strata of the public service are safely guarded to protect its personnel. It is like the military forces. The privates salute the corporals who, in turn, pay homage to the sergeants who take their orders from the lieutenants. Lieutenants are expected to be polite and respectful in the presence of majors who are, in turn, self-effacing with colonels who are in complete obedience to the general. The general himself "dips his lid" in the presence of the Minister who takes orders from Caucus, from Cabinet or from the Prime Minister, all in the name of the Heavenly Father. This stratified behaviour modelling is equally

evident in the public service and insubordination is treated with similar disdain. Insurgent public servants are sent to the trenches or placed in the wilderness for periods of time. This develops a frame of mind which ensures that public servants always try to mend fences even after the most worrisome of breakouts. One never knows when the prodigal will return. Unfortunately, this system also breeds its special forms of communication. Standing in the darkened areas of corridors less successful public servants exchange potent views behind the backs of hands and early morning or late evening phone calls from untapped lines are popular means. Criticism is the media of control - "You were criticized at the meeting the other night," is a common phrase used to bring younger members under control. Coming as I did from the academe where criticism, especially constructive criticism, is a way of life, this means of control did not succeed. It is unfortunate, also, that the smallness of Canberra contributes to this problem. The Friday rush to Batemans Bay or the Sunday saunter to the Helm Winery are two of the more logical escapes and daily trips to Melbourne and Sydney provide temporary respite, but the average Canberran bureaucrat is contained. Rumours abound. I'm sure London and Washington function the same way but they are larger and more subject to overall change.

The Minister, John Brown, acquiesced in Cabinet to having a Joint review of the Institute carried out by the Department and Finance and the Institute. I was horrified. No one in Finance was competent to carry out such a comprehensive task. I suggested in a letter to the Board that we constitute a real review committee and have it report the state of our affairs. I wanted Mr Phil Coles, Secretary of the AOF and IOC member, to head this list. The other members were Mr Terry Buck, Mr David Parkin and Mr Graham Wineberg as representing coaches and Mr Bob Elphinston, Physical Plant and Venue Control; Mr Don Wilson, Residences; and Dr Ken Fitch, Sports Medicine and Science. The Board agreed that this team consisted of impeccably qualified Australian citizens but meekly acquiesced to the political demands. Both the process and results of this review were disastrous, but more of this later.

December Fall out

My position as Executive Director had been compromised through the instigation of an Executive Committee. This was the problem with the membership of the current Board. Only Dick Pratt, who managed to attend not one meeting, was, in my opinion, a genuine Board member. Certainly John Coates and Peter Montgomery represented the Olympic movement with distinction and other members were fine citizens, but the Board had expertise only in executive matters hence we found constant interference into the working day of the Institute and, with the monthly executive meetings, a total reliance on the issues put forward by middle management. Initially, I determined to work with this Executive Committee cooperatively but it became increasingly harder as the months sped by. The first meeting was held at the White City Tennis Courts in Sydney. Those who had complained of my leadership were placed on the Committee. The Agenda was put aside to deal with my complaints as I had not yet received anything official from the Board. I wrote notes at this time and included them as a whole to explain the various situations.

18 December 1985 I WAS DISGUSTED: I AM DISGUSTED

On Monday the Executive Committee convened at White City Tennis Courts in Sydney. The meeting began late at around 2.30. Present were Professor John Bloomfield, Michael Wenden, Geoff Pollard, Bruce MacDonald, Libby Darlison - Paul Brettell and Rob Hobson were asked to leave.

Bloomfield mentioned that the pony express had got back to him of my complaints at not having yet had an opportunity to rebut or discuss the Board's conversation with Price Waterhouse. Obviously there was some rancour and I was upset although the conversation never became unreasonable as far as emotions were concerned. Bloomfield went through all of the points. He referred to all of them as gross errors of judgment. I was never given a copy of these accusations. The points related to refrigerators, beds, cars, the Millers, marketing, travel, flat, entertainment, and so on. I considered most of the areas to be trivial, well within the province of the Executive Director and that Board censorship was out of perspective. It came down in the finish to the question that the outside perceptions would gain us criticism and therefore cause status loss to the Institute. I felt that we were peddling a row boat in a major ocean and that whatever we did we would be criticised. I was castigated for being 5.9 over the staffing levels (AOSL) and was informed by Bloomfield that the Minister had demanded that we cut this back to level. I pointed out that this was the Department of Finance's figure and that it was unrealistic, unfairly arrived at, and wrong, and that we should keep arguing with Finance on this issue. They demanded that I comply with the regulations. They said it is Cabinet. I said we are a public company. They said we are funded with public monies. I said our charter is clear and went on to relate my dissatisfaction with the shift in the centre of gravity of control from our Board responsible to the Sports Minister to the Department of Finance which now heralded in a whole host of regulations that were unwieldy and out of place in an institution like this. My administrative style eventually emerged as the greatest problem. What they know as flamboyance, I call enthusiasm. What they call extravagance, I call warmth and pizzaz and I challenged them to show me where the entertainment had been excessive. Bloomfield handed me a typed list of so-called wine and liquor purchases through the past year. I informed him that these were food and wine refreshments for a series of ten evenings I had had at my place for the staff averaging between 18 and 26 people; that these were basal costs, and that much of the cost had been borne by me personally. I was determined not to be pilloried for this gesture in my first year. I also pointed out that travel and entertainment in that first year was caused largely by the enormous demands made on this office for the four new coaches, for 4 new sports, for the challenges in swimming and athletics, and for the different arrangements made for gymnastics and weightlifting. We had essentially solved problems most of which had been solved admirably. But the motion was rapid and the extra fact of staff brought up in the traditions of the Public Service was visible. Bloomfield referred to questions about the leadership situation

and I stated that he was partly responsible for unsettling this environment with long conversations with Paul, his by-passing of me, plus the rumours had had a bad effect on the morale of the weaker staff members. He immediately defended by saying that he only discussed agenda with Paul and I countered by saying that this was not the perception of the staff, and related to him a rumour which had been passed on to me that I would be gone before Christmastime now that the new power base was in place. He was shocked at this allegation. These rumours continued that John Bloomfield was angling to take over the Executive Director's position himself.

Statements of support continued to pour in from a number of places - athletes, Shelley, Cameron, Patty Ryan, Pat Scammell, Deek, and coaches, Judy Hudson, Charles Turner, two rowing coaches (Batschi and Shakespear), three Netball, coaches Lyn Jones and Harry Wardle in Weightlifting, Tony Rice, Norm Osborn in Track and Field and Pat Clohessy, Patrick Hunt and Phil Smyth. It is not that others had been opposed; they just had not yet had a chance to speak to me. The situation at the end of the meeting eventually improved and the determination that Paul and I reached on the plane next morning returning to Canberra was that we must move to a position of full cooperation for the Institute's sake and to try and put this thing behind us. I believed this was already happening. There is no doubt that the "arse saving" continued with some intermediate staff, particularly with Bob Hobson and Joan Faull who could see the inherent dangers in the situation for them. Secretarial staff were most cheery and supportive and had managed to maintain a strong and hospitable profile throughout. Marketing remained strong as did Peter Bowman's area and from all reports, sports medicine and sports science. A cocktail party on the Tuesday evening was characterised by a friendly attitude and discussion and I think John Bloomfield was surprised to see such a relaxed atmosphere in a staff that Libby Darlison had accused of being at mass resignation status. I was glad that John was there although he did not move around amongst the people: still at least he attended and that was important. I regret however that staff had to put \$5 .00 apiece for this function. It was symbolic of the degree to which our management had been bluffed by this crisis and it smacked more and more of Public Service attitudes. The whole function would have cost little and should have been borne by the Institute although I do subscribe to the statement that too many handouts produce too many takers, and too many weasels.

This Executive Committee meeting rehashed the budget cuts from \$450,000 to zero. I tried to explain that we had done this and the rationale for our original thinking. But the Executive Committee decided to do it over. John Coates was not at this meeting and I was sorry because I wanted him to know the rationale behind my moves. This Committee was so shaken by the public brawling that it dived fully clothed into the pool of conservatism and stayed there. Nothing adventurous was attempted in the next six months and the only developmental actions I had approved were those directly requested by the Minister, John Brown. It was like pulling teeth. Contracts with Hourigan, Poke and May were cancelled ignominiously. Even a request from the Fijian Athletic Union for three of their talented athletes to train for a month prior to the Commonwealth Games was turned down. The motion that was passed on this occasion was ludicrous. "We approve, in principle,

support for Oceania but we provide no substance due to the dire financial conditions of the Institute." When I wrote to the Secretary, Brian Whiteman, explaining this action I then suggested that I might take a personal loan of \$2000 to help finance this venture, the Board was horrified. I made no attempt to keep the letter private but it was leaked to Libby Darlison through someone in Personnel copying the yellow copy just prior to filing. Ms Darlison presented this copy at a Board meeting wanting to know why it had no official letterhead. I was able to explain to her that the original letter was typed on Institute letterhead and that she had received a copy of the yellow copy which doesn't contain the official letterhead. I hoped also that she would let me know in future when such troublesome correspondence arrived in her letterbox.

Popular Canberra Times feature writer, Ian Warden, parodied the Opposition position, brilliantly, adding his colour and a splice of badly needed humour at this time.

The allegations of extravagant spending at the palatial Australian Institute of Sport continue and the Minister of Sport, Recreation and Tourism, Mr Brown, was asked a hostile question by Mr White (Lib, Qld) which included allegations that the AIS had paid a fortune for a boat for its rowers to row in.

Mr White is a little slow (it is impertinent to expect intellectual effervescence from someone who is both a Liberal and a Queenslander) and as he read out his question someone on the Labour benches called out: "Who wrote this?" as though to imply that Mr White could not have managed such a composition himself. I thought that Mr White, like the sleek athletes at the AIS, was only doing his personal best.

I had not noticed a special extravagance about the Australian Institute of Sport and in fact I am reliably informed that great pains are even taken to retrieve (so as to be able to re-use) the tennis balls tomorrow's Hoads and Rosewells sometimes lodge in the chandeliers of the AIS Tennis Hall.

In time, and when the Opposition has spent enough time on the subject, the small boat in question will become enlarged in the public mind into an enormous and luxuriously appointed trireme in which the head of the AIS, Dr John Cheffers, is propelled about Lake Burley Griffin by rowers' hauling at mink-handled oars.

Meanwhile, Mr Brown, making the matter sound rather colourless and innocent and making the vessel sound less like a lake-going Lamborghini than the nondescript thing that Rat plies among the willows in Kenneth Grahame's classic, said that as he understood it, the AIS had considered two vessels and had opted, for reasons agreed to by a competent committee of AIS bwanas and of AIS people learned in rowing matters, for the purchase of one. and also from the following article,

Opposition Gropes Around for Dirt.

When the definitive history of the Hawke Governments is written I believe that it will record that sundry Oppositions were frustrated and thwarted in the parliament by the sad fact that Mr Hawke took such pains to make his ranks look and sound straight and moral and wart free and ruthlessly and flawlessly managerial.

There is still time for Khemlanis to scuttle out of the woodwork and for ministers to own up to liaisons with wolf cubs and choir boys or kleptomaniacal pillagings of the Woollies sock counters but at the time of writing the Hawke Government has been sadly (from the point of view of a scandal-hungry Opposition) free of television smugglers and embezzlers and even, with the possible exception of Senator Evans' spy flights over Tasmania and of Mr Mick Young's premature disclosure of Mr Ivanov's travel plans, of bungles gross enough to leave an ineradicable stain on the Government.

The strain of trying to find something, anything with which to stain the Government sometimes, shows in the Opposition's more frantic attempts at scandal-detection and in recent days it has fallen to poor Mr White (Lib, Qld) to pursue what looks like a particularly elusive wild goose around the chamber.

It has fallen to Mr White to do his personal best to get the Minister for Sport Recreation and Tourism, Mr John ;: Brown, to admit that there have been extravagant spending at the Australian Institute of Sport on junkets, jewel-encrusted javelins, swimming pools filled with asses milk, mink-covered tennis balls etc.

Last Thursday in the House Mr White asked a question designed to discover why the AIS had plumped for the more expensive (by \$5,000) tender for some racing sculls for the AIS rowers, and asking if Mr Brown had received a letter from the unsuccessful tenderer seeking to discuss the matter. Mr Brown had replied, simply, that there had been no sculls skulduggery, that the purchase of the boats had been made by experts who knew what they were buying and that no, he didn't remember such a letter.

Yesterday Mr White, resuming his ornithological exertions, asked Mr Brown if he had since remembered and found the letter, from Sargent and Burton. Was it true that an employee of his department had told a Mr Dempster of that company that the minister had asked the AIS for a report on the matter, and, if he had not found a copy of the letter would he like him, Mr White, to give him one?

Mr Brown, with ineffable weariness, said that yes, he found a copy of the 'nefarious' letter with its 'sinister implications' and that when he read the forgettable epistle to the House everyone would understand why he had been mortal enough to so readily forget it.

As it happened the letter seemed to simply refer to a routine exchange of correspondence between the company and one of Mr Brown's senior hoplites at the Australian Sports Commission, offered a brief congratulation to Mr Brown for his part in taking the initiative to introduce water polo and rowing to the AIS ("It's a wonder I didn't remember that bit!" Mr Brown mused) and concluding with a request for an appointment with Mr Brown 'to discuss a matter which is important to sport in general and the AIS in particular.'

Mr Brown, who has a penchant for sarcasm, said that of course that was just the sort of letter that should have branded itself upon his memory but it had somehow failed to do so and that he apologised for that. No, he had not called for a report.

Mr Brown said that the simple truth about the Sargent and Burton issue was that they had offered to sell some boats to the AIS but did not get the guernsey. 'They missed. They lost. Someone else got the contract.'

Mr Brown said that although this sort of thing happened in every government department every day Sargent and Burton had been particularly miffed and had complained about the processes behind the choice of a rival company's hulks, made some requests under FOI, went to the Administrative Tribunal about alleged refusals to give them what they had asked for under FOI and had generally raised an unreasonable whinge.

Mr Brown said that the Opposition, in wistful pursuit of wild geese, was going in for 'overkill' in making its various allegations against the AIS but that in any case there would be a report on Thursday from internal auditors who had been poring over the AIS books.

Mr White, who is as animated as a set of barbells and whose face is as expressionless as a discus, showed neither disappointment at the apparent escape of that day's wild goose or elation at the prospect that Thursday's report might yield some more.

The Moles

Much interest surrounded identification of those who had perpetrated this traumatic period. The mole system referred to by Mr Hurst was not simply identified. Certainly disaffected individuals from earlier times were involved and suspected. There is little doubt that information was supplied to Mr Hurst by Kelvin Giles (although he denies this) and probably temporary secretary, Pam Tickner, dismissed Counsellor Peter MacDonald and Registry. There was little doubt also that members from Personnel, Finance and Administration, through either private letter, telephone conversation or by passing opinions up the line, formed part of the mole system also. It was disconcerting to see the Price Waterhouse investigators relying so heavily on people who were implicated in the mole system. A Board member, Geoff Pollard, admitted to freely conversing with Mike

Hurst so that contents of the two or three Board members who were calling each other would have freely reached Hurst's predatorial pen. And Hurst himself hated me. In one article he referred to my grinning, overbearing countenance during speeches and, in another printed through the editorial, rued my administrative style. There are some other pieces of information, Dr Silber and other readers, which you need to have in order to arrive at a balanced conclusion. Mike Hurst had sat for his Level II Coaches qualifying examinations in Canberra in January of '85. He held high opinion of himself as a track and field coach and certainly had coached prominent athletes, usually once they were removed from their original coaches. To this time he had not been successful, his athletes had performed uniformly poorly as they did once again in the Commonwealth Games in 1986. But he was taking the Level II coaching course so I placed this as a mark in his favour. I was one of the teachers in charge of the introductory lectures on coaching worth approximately 5% of the total grade. I introduced the squad to the excellent Rosenshine and Furst research which identified eleven variables in good teaching and good coaching, and the instruments which had derived from their factor analytical study. The test consisted mostly of relaying and applying these eleven factors. Mr Hurst, who had obviously not studied the notes for his paper, received a failing grade. It gave me no pleasure to fail anybody on this paper but Mr Hurst earned his grade. His friendship with Kelvin Giles, whose contract I had not renewed twelve months previously, was another motivation behind the intensely personal nature of the Telegraph attack. You will appreciate, Dr Silber, that these are my first public comments on this matter and I do not intend to mince words. Mr Hurst, in my opinion, is a mediocre journalist, an unsuccessful coach and a very poor influence in athletics in Australia today. Yet with thick skin, so typical of such characters, he continues to figure prominently in controversies and grime associated with Australia's athletic thrust. At the time of writing he had prepared Maree Holland in the 400 metres for Seoul and had lured Darren Clark into his stable in the 400 metres for men. Both athletes had fine potential. To his credit, the latter day, Hurst altered Clark's overstriding technique and helped him into the final of the Olympic Games. His fourth finish was commendable but represented no higher a placing than he had achieved under his previous coach in 1984. Maree Holland had run poorly at the Commonwealth Games in '86, even in a depleted field due to the African boycott. She ran courageously in Seoul, Korea, two years later, to make the final. Her effort in the semifinal, where she came from last to first in the finishing strait, was brilliant but unfortunately exhausting. She finished last in the final. I will not, however, detract from either of these 1988 Korean performances by Hurst's athletes, although I wonder at the strength of advice the athletes received in the final moments. Mr Hurst was disappointed at not being named "New South Wales Coach of the Year" in 1988 and complained. He figured prominently in the Senate hearings on drugs in Australian sport posing as an expert witness. His position was antidrug which is commendable. Over the years his writing in the Sydney tabloid has caused much anguish and genuine track and field insights have been few. I have examples of this activity to back up these strong words dating back to 1976. It goes without saying I do not hold Mr Hurst in high regard as a person or coach. I wonder today, however, if he has any misgivings about his inaccurate reporting in 1985 which led to so much trouble for the Institute. The Australian journalistic pen has few controls and

refuses to discipline itself. In the tabloids, especially, sensationalism reigns supreme much as it does in London and New York. One can only hope that reversal will occur sometime in the future.

January 1986

Slowly strength returned to my limbs and the limp became less pronounced. We entertained the Gymnastics executive at

Girrawheen and the athletics coaches on successive nights courtesy of the Cheffers credit card. A flood of support for me as Executive Director poured in from all around Australia and from the Institute itself which was gratifying and rejuvenating. Kevan Gosper, Judy Patching, Bill Hoffman, Phil Coles and Geoff Henke from the Olympic Federation were both visible and concerned in support. Peter Stone, now Sporting Editor of the Melbourne Herald, invited me to write regular columns for his paper. A splendid article in the Sydney Morning Herald by Jim Webster occupied its main sporting page. The reconstruction had begun. At a late December sports award banquet, Board member, Michael Wendon, stated that confidence in John Cheffers must be restored. Many executives from the sports around Australia visited to reassure me of their cooperation. I was grateful. It was at this time that a letter arrived, hand delivered, by a former colleague which explained much of the real problem which existed at the Institute of Sport. The reader will appreciate the full inclusion of Ziggy's comforting explanation.

Letter

20 Investigator St RED HILL ACT 2603

7 December, 1985

Dr J. Cheffers

Executive Director

Australian Institute of Sport

PO Box 176

BELCONNEN ACT 2616

Dear Dr Cheffers,

I am writing this letter to express my concern about the recent media publicity given to the so called "mismanagement" of the Australian Institute of Sport, and the resultant consequences.

My name too had been mentioned to the Daily Telegraph, apparently from Bob Robson's area, as a person who might supply information. I was contacted by Kelvin Giles about two weeks ago, only days before the auditor's report was due, after having just been interviewed himself by a journalist of

the Daily Telegraph. He warned me that the newspaper was trying to contact me. Kelvin, knowing my standard of ethics, had offered to be an intermediary to find out if I was prepared to answer any questions in relation to the Institute. My answer was simply NO. I do not believe that the Institute's affairs should be laundered by the media, nor should it have gone to Parliament. The place to sort out discontent should first and foremost be with the Institute's Board of Management.

The general discontent amongst coaches and staff has markedly increased over the past few months and the initial contact with the Daily Telegraph could have come from a number of persons in the Institute who care deeply about its wellbeing. I do not believe for one moment that either Dennis Pursley nor Kelvin Giles had been the originators.

My own experience over the past four years with the executive of the Institute's administration have convinced me, that not only is there much dishonesty, lack of essential expertise and loyalty, but also much selfish ambition of the individuals.

The real strength of the Australian Institute of Sport has been in the dedication of athletes, coaches and support staff, whose ambition has been to further and raise the standard of Australian sportsmen and women. It is to this end that the energies of our administrative executive should have been directed, not in building a bureaucracy, as has been the case.

I am deeply sorry that the Australian Institute of Sport has now become a Statutory Authority, as I do believe that this will extinguish the sparks that were still left from the fire that burned strongly the first few years of the Institute's existence.

The Institute needs a person with zest and vision at its helm. I do strongly believe that you are the right person to lead the Australian Institute of Sport through its next growing stage. Unfortunately you have not had the loyalty and expert backing from the executive. I have had a strong intuition for some time that Paul Brettell is only waiting for the right moment to take over the Directorship of the Institute. Perhaps the breaking of the Institute's affairs in the newspapers has provided him with his opportunity. Whilst I personally have no other complaints against Paul, he has often helped me solve work related problems in a logical and rational manner, I do not believe that he is the right person to head the Australian Institute of Sport.

Don Talbot's departure heralded a new era for the Institute. With an explosion in administrative staffing and the filling of key management positions from the public service, public service guidelines were put into place. Much unproductive paperwork became the order of the day to the dismay of coaches and staff, as it did nothing to improve the lack of

communication, but only added extra unnecessary workloads for those who needed it the least.

The days when you could "get things done" had become something of the past. It was also sad to see attitudes change amongst the coaches and original staff as public service guidelines were implemented with complete disregard for any austerity measures. This was particularly apparent in my travel area where up until then budgets were managed by most in a much more frugal manner, backed by a high degree of purpose and a unity in our cause.

My reasons for resigning from the Australian Institute of Sport are explained briefly in my letter of resignation. In the context of this letter I would like to add a few explanations.

I would like to make it quite clear, that in no way were my accusations directed at your personally, but I needed to direct my written resignation to you so you would be aware of the facts contained in it.

When I resigned from the position of Travel Officer at the Australian Institute of Sport, the blame for the lack of support staff in the travel area was very plainly passed from Bob Hobson to Paul Brettell to you. Knowing full well that I had your support and that you understood the pressures the travel section was working under, I knew that there were other factors at work.

As I explained in my resignation my main problems originated in lack of support from the personnel area in the first instance, as well as Bob Hobson and Paul Brettell, after the responsibility of solving my difficulties were placed in their laps. I am unfortunately not the only person who had experienced this problem. However, I cannot speak for anyone else but myself. Whilst certain areas have had no problems getting the necessary staff increases, others, who have carried a heavy work load for the Institute for a long time have been sorely neglected. Athlete support on a part time basis had been the only help available to me until late last year. In a time span of two years I have trained five athletes in the basics of travel, often at a time when I had little time to spare for training and double checking of work. The use of athletes was most unsuitable from many viewpoints. I found the biggest drawback their lack of concentration and availability, as understandably training and competition commitments must take priority. I suppose I should have considered myself lucky that I was not given work experience youngsters, like the storeroom for instance, to solve my problems. Holidays could only be taken during the Christmas/January period when there was a reduction of competition travel, and work had to be prepared in advance, as there was no backup in the travel area who could take over during my absence for holidays or sick leave, even though I pointed this out more than once.

Overtime payments for the workers did not exist, only for those running departments, until I refused to continue working extended hours without payment, as this was becoming a norm. I had my first serious rift with our selfish management hierarchy some three year ago when I was refused by John Scarano to work overtime. This was at a time when I was working under considerable pressure. Travel up until then had been under the umbrella of the finance section and was consequently shifted to personnel management.

Whilst payments went to other staff and athletes for jobs done for the Institute, which were outside the classification of the individual, I was never rewarded in any way for using my bilingual abilities to translate documents from German to English and vice versa. These were mostly of a highly technical nature for the coaches, sports science, sports medicine staff and Don Talbot. I spent many hours of my own time at home to do this. When I did no longer accept translations without assurance of payment for the time spent, the demand ceased, no doubt being channelled to the translator service.

In the area of travel unqualified decisions have constantly been made and implemented by heads of departments without adequate knowledge of the problems and consultations with the persons directly involved. Many of these decisions have consequently been proved to be unmanageable.

In my opinion money has been wasted in the travel area through the implementation of public service regulations as well as a complete disregard of an acquittal process, since this was taken out of my hands three years ago. On several occasions I expressed my concern in relation to these areas of the Institute's administrative management.

Classification and reclassification was another bone of contention, as this was haphazardly decided on by management and implemented, as in my case, when reminded often enough. Many injustices have occurred because of this and I believe still are occurring, as work value, ability and workload are not being recognised.

Most of my grievances had started before you joined the Institute, Dr Cheffers, and similar grievances are held by others. Whilst they could and should have been solved simply and promptly quite some time ago, they have led to my eventual resignation. I did not believe that the Executive Director of the Australian Institute of Sport should be burdened with solving staffing problems as this should be the function of the persons in charge of management.

This has turned into a somewhat lengthy letter, Dr Cheffers, in which I wanted to express my concern about the unjust situation you have been placed in.

I sincerely hope, that someone will see the light about what is really happening at the Australian Institute of Sport, as it would be a great pity to see this worthwhile institution disappear in bureaucracy, when so much still needs to be achieved in sport.

Yours sincerely

Siegrun Vizjak

In the plane, whilst returning from the White City December Executive Committee meeting, Paul Brettell and I exchanged notes. We decided that if the Institute were to recover from this traumatic period our close cooperation was essential. Although obviously upset with Paul, I felt this was the only way to reconstruct matters and continue the difficult task of managing this amorphous, wilful, childlike Institute. There were too many problems to be solved and too many developments to continue for us to spend any further time in debilitation. He sincerely agreed. My limp was gone. Determination returned and I decided that the next six months would receive my utmost enthusiasm and drive. The bureaucrats had worked on the now weakened Sports Minister's ailing psyche. Better controls could be effected if the Institute was turned into a Statutory Body. This position had been determined long before the November eruption. At first I determined to try and work with such a dramatic change in status, but knew underneath that the day the Institute became part of the Federal bureaucracy would be my last in its employ. The event was due to take place on June 1st, 1986. I hoped inwardly that this would not occur but resolved quietly to continue working at the Institute until that day. Given the vicissitudes of Federal Government policies and their consequent actions, it was likely that we could delay the onset of this disaster for at least a year by which time my contract would have elapsed, so the future was not bleak, just troubled. Whatever, the days of limping were over, it was now time to get on with the job.

CHAPTER 14 Co-Existence

*Some of your hurts you have cured And the sharpest you still have survived
But what torments of grief you endured From the evils which never arrived.*

The body blows had been delivered and continued in desultory form for the next two months but the words of Emerson, passed on by George Hay, had the familiar ring of truth to them. The Institute, however, recovered very quickly. It was almost as though people in public positions were expected to be attacked from time to time and the mitigating factor was my survival. Survival vindicated my existence. I was glad that during the World Conference at Oregon in 1984 I had resumed more vigorous activity in the form of daily jogging. Heart, lungs and other essential organs were in good shape to receive and quickly recover from the sharp body blows I received during the last six weeks of 1985. It was evident though that unless things continued to improve and this blessed business of conversion to a statutory body was rescinded my presence at the Institute would not be lengthy. Having survived, however, the vicious attack of November 1985, it was necessary for me to play a strong part in the revival and development of the AIS at least in the first part of 1986.

Hangovers

Traumas almost always bring with them incomplete resolution. Hangovers are inevitable. I was sorry to hear, through my now very active counter mole system, that in early January 1986 Paul Brettell had written to John Brown with such statements as "I personally apologize", etc. I guess an apology was in order, but it was the accompanying directive to the secretarial staff that was painful to hear: "Don't let John Cheffers see this " etc., etc.

I received a letter from John Bloomfield mid-December with specific directions as to my future activity. They concerned use of the VIP flat, the finishing of the toilet in the middle of my office, domestic travel, hospitality, the financial situation and the use of a staff room for administration. They were trivial criticisms arising from two sources and reflected some of the motivation behind the mole system. I include my response in detail to enlighten the reader on how I reacted to this instruction.

16 December 1985

Professor J Bloomfield

Department of Human Movement Studies

University of Western Australia

NEDLANDS WA 6009

Dear John

I am in receipt of your letter of December 6 confirming your instructions passed verbally at the Board Meeting and am disturbed that I never had a chance to answer the implicit charges contained within. Indeed I have not enjoyed the privilege of any discussion related to these issues or to those of the auditor's conference with the Board.

FIRST: As I indicated to you at the Board Meeting, through interruption, that this has never been my flat and was never intended for my use. It was intended as a VIP flat which is the prerogative of an Executive Director. You infer the flat was intended for the Assistant Manager of the Residences but that situation could never have been predicted at the time of planning as it is located in the spine building next to the National Training Centre program. The Assistant Manager for Residences may have been married and may have preferred to live outside the AIS complex. No indication was made but to provide nothing but the very best of a number of fine flats for the Assistant Manager who continues to do a great job, but, I repeat, it is the prerogative of the Executive Director to make the final decision on usage of all facilities here at the Institute where in-house matters are concerned, and I resent the implication that its use as a VIP flat demeans any employee, or is not a damned good idea in any public company. You yourself would have been entitled to use it on your visits here although I originally suggested to you that you should have a flat for the Chairman designates use and for visiting dignitaries, etc.

SECOND: You have shifted ground on your position of the finishing of the ensuite in my office. At the Board Meeting you stated that it would remain as it is, an architectural blunder and an embarrassment to the Executive Director's office environment. Now you state it will be finished by the NCDC. I can imagine your reaction if somebody walked into your office and said a toilet will go there. Incidentally, the making of a bar of that area was only one of a number of suggestions. We left it up to the architects to come back with some other usages, one of which was a storeroom.

THIRD: I had long before the Telegraph articles decided to limit my domestic travel. I was receiving no thanks for a job that was well done. This business of submitting me to permission implies abuse of this facet of my activity. I wholly deny that under the conditions of the previous chairmanship that I have done anything wrong in relation to travel. Quite the opposite obtains. I have no objection to sharing my travel plans with the Board, but I am disappointed that you have taken such a domineering position now that your Chairmanship has reversed the policies on travel.

FOURTH: I challenge you to point out to me where the hospitality budget has been abused. The auditors found it not to be so and if you look at the facts

and figures you will see that there has been quite a reduction this year in the total hospitality budget, and that my own share is quite modest.

FIFTH: I understand your concern about the projected budget deficit but point out that the Board, of which you were Vice-Chairman, approved a deficit budget in the first place and that we all realised, and talked about, the need to re-assess two or three months down the line. There was little doubt that we would have to take decisive action at this time, and that action has now been taken. This has been the procedure according to my predecessors each year in the existence of the Institute. We have no intention of finishing the year with an imbalanced budget. It is unfortunate that Price Waterhouse mentioned the figure which, although accurately forecast by that firm, was wholly inaccurately quoted by the press.

SIXTH: My position on the staff room is well known and has been the subject of discussion here amongst the senior management.

My major concern, John, is that these directives have been made without proper discussion or without me being given the chance to rebut. This is not something in keeping with your open policy and I trust will not reoccur. I am very keen, John, to work closely with you and consider that it is entirely possible for us to ride out this rut that the Institute has found itself in fairly quickly, and fairly smoothly. Indications from my South Australian and Victorian visits, and from the many many statements that are coming in from the national sporting organisations and local press, believe that the damage of the Telegraph articles, and subsequent parliamentary interaction, will be not as great as we first feared. I guess that the ultimate test will be the marketing program and this has looked very encouraging the last week.

Best wishes

JOHNCHEFFERS

Executive Director

One of the criticisms levelled at my administration during the dustup was the absence of a corporate plan. Miss Darlison was the architect of this attack. It amounted to nonsense. The Institute had 13 well expressed objectives carefully outlined by Bob Ellicott and his staff. Updating had constantly occurred, with every attempt made, to comply with the spirit and letter of these objectives. The use of the term "Corporate" also indicated the weaknesses of this criticism. There is nothing corporate about semi government bodies. Accordingly, this concept was changed to a Strategic Plan weakening both its intent and its substance. Nevertheless in a spirit of cooperation I agreed to work on a draft Strategic Plan for the immediate and long-term future. I based the submission

around the 13 objectives with principal and action plans included. This draft was presented to the February Board meeting. Only one Board member commented in writing on the plan although discussion about its content was lively and basically positive. The concerns were important. The achievements of the Institute, the future of new sports and decentralisation were just a small number of issues discussed. Continued work was agreed to by all. Unfortunately, I received very little input from the Board on this constructive enterprise. It was essentially a retroactive attitude that prevailed. The Board was more concerned about reacting to my initiatives than it was with rolling up its collective sleeves and getting important things done. A copy of a Draft of the Strategic Plan for the Australian Institute of Sport is included in the Appendices.

The cancellation of Norman May's contract riled and gave one of the first indications of the weakening of John Brown's influence at the Institute. Although John visited me in the company of Acting Chairman, John Coates, assuring me of his support and my having done nothing wrong, he directed me to cooperate with the Board. I indicated that this would be accomplished easily but that my position must also be considered with dignity. I was after all a fellow Board member and could do without continuing criticism from three particular Board members whose outlook was destructive in nature. I also explained to John, using the example of Norman May, that many of my initiatives were in concert with his expressed desires for the future directions of the Institute. "We must do something to assist Norman May, using his talents fully now that he is retiring from the ABC," John Brown had commented a few months previously. It sounded like a good idea to me and one to which I had entirely acquiesced. My original actions appointing Norman May are included.

24 September 1985

Mr Norman May

1502/73 Victoria Road

POTTS POINT NSW

Dear Norman

This letter is to formalise arrangements made in my office, Wednesday last. You will be employed for the next twelve months as a Public Relations Consultant for the Institute of Sport. Your activities in public speaking around the countryside are considerable and your expertise in clarifying the sport phenomenon to the public is renowned. We are delighted to have you as our Consultant. It is particularly important that the name of the Institute, its activities, its objectives, and its results be made known to the Australian people in non-pious ways. I have directed Fletcher Jones to make available a blazer to you so that you can represent us in sartorial elegance, as well. The working arrangements are set out in the attached Letter of Contract. Should there be any problems with this please let us know. There is a great

enthusiasm within, and without, the Institute at this stage, Norman, as you well know, and we are anxious to provide the people in all parts of Australia with accurate, and enthusiastic, knowledge of our objectives and accomplishments. The temptation for people to be superficial in their judgments of the Institute is very great, especially as product in the form of medals and world records is so easily measured. Certainly we are anxious to obtain these results also, but the business of modelling the very best to young Australians, and helping young Australians to produce their best is complex, but utterly worthy. Thank you for coming aboard. Kindly John Cheffers Executive Director.

PAUL BRETIELL JOHN CHEFFERS

Normal

Norman May

10 September 10 1985

Following discussions with the Minister, John Brown, and with a view to the need of providing full Australia-wide publicity for the AIS. I have agreed this day to bring on Mr Norman May as a consultant to the Institute for the purpose of speaking and promoting Institute matters for the foreseeable future. We will advance Norman \$15,000 a year base rate, and we will provide Norman with first class air travel and \$90.00 per day expenses while on official Institute business. Norman will need to have all travel approved by either John Cheffers Executive Director or Paul Brettell General Manager. The only other officer who will take part in this enterprise is Mr John Purnell, Director of Advertising and Marketing. This appears to me to be a satisfactory answer to our problems and propagating the Institute around Australia, of raising monies and support for our Commonwealth and Olympic Games teams, and of bringing on side those members of the press who have sufficient status to property exhibit Institute matters.

John Cheffers

More political nonsense took place in late January. Foolishly Bob Hobson in compiling the minutes of the February Board meeting included a two page description of his negotiations with Finance over the combined Institute review. Many inaccuracies leading to foolish conclusions were being arrived at by the Finance reviewer at this time and clearly Bob Hobson was frustrated. His submission was intended only to forewarn and to encourage discussion about this review. The slush got to work again and leaked these pages to the Opposition who proceeded to beat it up in Parliament once again. John Brown found himself confronted with unsubstantiated questions from the never never with more bile heaped upon me personally and the Institute in general. I was excluded from being

present on this occasion by a frightened Board that correctly anticipated my vocal opposition from the Floor. And I would have loved to have been there and attacked the Opposition spokesman unreservedly. Such was my mind at this time with the many silly inaccuracies that were floating around about the Institute and my wholehearted frustration with the reconstruction processes.

Coercion

The Australian community is very hypocritical about South Africa. At this time a renegade cricket team was visiting under former Australian Captain Kim Hughes and political sensitivities with the policy of Apartheid were heating up once again. Considerable disagreement was experienced throughout the Australian community on the whole South African business. Few, of course, had any first-hand knowledge on what really occurs there. I had spent 1968 in Zimbabwe gathering together and training their Olympic track and field team from a completely multiracial perspective. My visits to South Africa at that time had convinced me that apartheid was wrong and that efforts to induce South Africa to reverse this policy had to be taken on a comprehensive front. The world had taken the soft option, however, and we in Australia had been guilty of the same hypocrisy. Boycotting sporting events and excluding all South Africans, black and white, from participating in international competition had had little effect and was questionable in ethical consideration. Had the world decided upon complete confrontation with comprehensive action I would have supported sporting sanctions also. But the world had not done this, they had lectured sportsmen and sportswomen on their duty as far as boycotting South African sports contact was concerned and had left the matter at this level. Some economic sanctions had been imposed provided that they did not seriously interfere with the home economy. I made my position clear in a note to Professor Bloomfield by stating that although I'm sure the Institute Board would follow political directives it was imperative that Mr Brown be reminded that the Board made decisions about Institute activity not the Government of the day.

Peter Bowman called my secretary in the middle of January with an urgent problem. Head track and field coach Tony Rice had spoken with him and was forwarding a letter of resignation to my office, "We cannot afford to lose Tony in the best of times, let alone at the beginning of our Commonwealth Games year, " said Peter. The three of us met over lunch the next day. Tony had had enough. The constant pressure from a small section of the coaching community, Mr Giles, in particular, and the difficulty of conducting training sessions in an atmosphere of tension and criticism was one reason. Understandable and regrettable though this reason was the second concerning his wife's health was of greater importance. We talked long and intensely. Support systems were provided and Tony's importance underscored. I implored him to stay not only for the sake of the program but also for his personal reputation. Inane critics had prophesised that he would produce few elite performance results. He was a good supervising coach they asserted but no good at developing the individual talent. I countered these rumours by reacting that the major critics had produced little themselves and that it was important for Tony to prove them wrong. He stayed, performed splendidly as a coordinator and

succeeded in developing the talents of Nicole Boegman and Dave Culbert in the long jump and Peter Beames in the triple jump. Personal best performances and medals were Tony Rice's rewards at the Commonwealth Games in 1986. I was glad for this reserved, quiet but quality individual.

Preparation for Commonwealth Games

Sport Psychologist Brian Miller approached me several months before the Games with a problem about our preparation for Edinburgh. Shot putter /Discus thrower Gael Martin had had a serious falling out with throwing coach Merv Kemp. Her original coach in Melbourne had been the redoubtable Franz Stampfl but a serious car accident had limited Franz's coaching activities causing Gael to move to Canberra and join the Institute on scholarship. She was outspoken and volatile but basically friendly and eager to succeed. She needed every support from Brian to ensure complete stability of approach in major competitions. Indeed Gael had thrown several competitions away through overtraining and undue stress in the lead up days to important competitions. Although the Shot Put competition was seriously depleted in Los Angeles Gael had earned a commendable bronze medal. This was her preferred event fuelling her intention to demolish arch rival, Judith Oakes, in the shot put in Edinburgh during July of '86. Fortunately, she admired and liked Dr Jean Roberts who had been with the Institute for six months now as Assistant Manager of Coaches and as Administrator in Sports Sciences. Jean had won the Australian Shot Put title 10 years in a row in the 60's and had won four medals in four consecutive Commonwealth Games beginning in 1962. She was an excellent mentor for Gael. The partnership resulted in two gold medals for Australia, the shot put and the discus, in July 1986.

At our initial meeting, Brian Miller and I worried about Australian successes at these Games. They were likely to be few and far between. Although the overall standard of our athletic involvement had improved steadily, taking Gael Martin into the Institute involved some risks. She had been disqualified for two years in the early 80's for having tested positive to anabolic steroid ingestion. Gael, however, denied using steroids and certainly tested negative during '86, so I felt the risk was worthwhile. Subsequent revelations have proven my confidence to be in error but one can scarcely be blamed for trusting the word of athletes in the first place supported by negative testing in the second. It is a pity that Gael ever travelled the steroid route. I am convinced that she could have achieved outstanding results without them.

The Games selection trials in Swimming, Rowing, Weight Lifting and Track and Field were slated for February/March. Our athletes figured prominently in these trials. In an effort to restrict my travel, acting Chairman John Coates directed that my presence was not essential at these venues during these trials. I disagreed. The Principal of the school has to attend the major tests of his students. Something is wrong if the Executive Director of an Institute is not there in the flesh at such times. I didn't go to the Swimming trials which was a mistake. Bill Sweetenham, Chief Coach, expressed his and the swimmers' disappointment at my absence and an important agreement for team preparation was held

up because I was absent and could not approve Institute use and availability. I determined that the same neglect would not take place for Track and Field, Rowing or Weight Lifting. The situation was farcical. As President of Rowing, John Coates welcomed me to the championships in Adelaide and sought my cooperation in presenting major prizes. As Acting Chairman of the Institute, he disapproved my attendance at the same championships. I agreed to provide all expenses from my personal pocket to redeem Institute directives but to satisfy the needs of my position. John and I spent a pleasant day at the Rowing together with never a cross word. Personally our relationship was fine but the silliness of the Institute shakeup spawned the institutional hypocrisy. At the Track and Field Championships suspicions of steroid ingestion were high with non Institute athletes involved. The disappointing results of some of the better athletes emerging from the Australian selection trials four months later at Edinburgh gives substance to these unfortunate accusations. Athletes were getting away with steroid ingestion at the Australian championships but having to go off the bombs to avoid detection at the Games where screening was much tougher. Injury also seemed to attend the efforts of the withdrawing competitors. Unfortunately, over a beer with Peter Stone in the Park Lane Hotel, we prophesied with unerring accuracy the disappointing performances of some of the leading athletes suspected of indulging. It was during this same social occasion that I learned that Sydney Telegraph reporter, Mike Hurst, had been predicting, gleefully, that I would be sacked at the Institute by the end of June and was running seminars amongst the young reporters on how he had "got" John Cheffers. Certainly the information was second hand but I do not doubt its accuracy. This kind of rumour setting, although inflammatory and angering, is trivial. Mr Hurst had still not confronted me after his attack personally and was second rate in his subsequent articles about the Institute. Most of the athletic fraternity had had problems with Mr Hurst so his credibility was suspect. I left these rumours to choke themselves on the bile of their substance.

The Weight Lifting youngsters performed well in Sydney legitimizing my support. It was good to see some of the more villainous members justifying their existence through vastly improved performances. In the non Commonwealth Games sports our youngsters were excelling; also, in tennis Darren Cahill and Jason Stolhenberg were beginning to make names for themselves on the international circuit.

In keeping with our policy of encouraging visiting athletes to use the facilities and expertise of the Institute to its full, we invited US pole vault champion, Larry Jessee, to visit and help our crop of young promising pole vaulters mature. Neil Honey, brother of Olympic Silver Medalist long jumper Gary Honey, had shown promise in the pole. Jessee became his mentor. I sought the sum of \$10,000 from the Executive Committee to retain Larry Jessee through the period of the Games as coach and mentor of the younger Honey. His promise was such that he had improved from a modest 2 metres to clear 2.35 metres in a few short weeks. The pole vault would be won I estimated at around 2.40 metres so the investment seemed worthwhile. The Board was horrified at such a wastage and I argued vehemently with them. Our objective was to perform such tasks precisely. This was the major purpose of the Institute in the first place but the Board was gun shy

preferring not to expend such investment even if the promise of redemption was strong. Board member Geoff Pollard was the sharpest critic of this calculated risk. You can imagine my disappointment four months later when I saw the young Honey beaten into third place, on a countback, having cleared a height , 5 cm less than the performances Honey was recording with Jessee's tutorship. It is difficult to predict results on all calculated risks so the Board's position may have been correct but I am not convinced and rue to this day the absence of Larry Jessee mentoring the young Neil Honey: A preparation which probably would have meant a gold medal for Australia. Jessee himself performed brilliantly in Australia during his short visit. He vaulted 5.86 metres during one competition in Brisbane which would have shaken world record holder, Sergei Bubka, to the depths of his supporting waddy. Jessee was a character, too. Brought out to Australia by Hammer Coach, Peter Farmer, he had startled a number of state administrators with his enthusiasm. On page 130 the photo illustrates Jessee clearing the bar in an exhibition at a Newcastle shopping centre during a fund raising promotion. Both Farmer and Jessee were enterprising and risky individuals but important in the developmental thrust of this fledgling organization.

Initiatives in '86

"One of the advantages of being disorderly is that one is constantly making exciting discoveries." A.A Milne

My \$7,000 desk was cluttered with initiatives, some developed within the Institute and some without. The clutter was not there by design or indolence rather because I was not always sure what I would do with the many initiatives placed before me at this time. I am always suspicious of those executives with clean desks, either they are geniuses or their secretaries' desks are cluttered. The hardworking Water Polo squad under the able leadership of the pleasant Charlie Turner pursued top competition right into the midst of the most formidable opposition. A collection of the best teams in the world was about to visit Kiev to do battle against the impregnable Russian team. Travel plans had been completed and visas and other immigration necessities had been issued. The lads were looking forward to the contest. Just prior to embarkation the news headlines chilled the world. Swedish environmental monitors had detected excessive amounts of radiation in their atmosphere. The midland areas of Finland recorded similar problems. Prevailing winds were bringing the deadly gases of nuclear waste from the direction of USSR. Twenty miles north of Kiev, nestled in the Ukraine wheatlands, the nuclear power plant of Chernobyl had grievously failed. Indeed a meltdown of greater disturbance than Three Mile Island in Harrisburg, Pennsylvania, was occurring. The stark news frightened the watching world. Russian nuclear first aid personnel worked frantically to contain this permanent and frightening menace to civilisation. And it was all happening 20 miles north of the city in which the best water polo teams in the world were to gather and compete a few short days later. Charlie called me in anguish. I called, in turn, the Head of the Australian Nuclear Authority. We conversed at length, "You might be all right, John," he said. "The prevailing winds will carry the radioactive particles away from Kiev." "Will the residue, however, be contained and will the waters be polluted? And what of a

change in wind - Is that likely?" I replied. He was not confident that his replies were all satisfactory and neither was I. I discussed the matter with Charlie Turner, International Secretary, Peter Montgomery, and some of the team members themselves, then notified the Board and the Minister that I was considering cancelling the tour. I didn't want to panic or appear to be presumptuous but the safety of the young people had to be our preeminent concern. In the finish my decision stood, supported by all concerned in Australia. Some of the other teams turned up for the competition and have apparently suffered no ill effect. It is worth recording, however, that in June 1989 I visited the central areas of Finland affected by the Chernobyl fall out and was shown visible evidence of the damage that continues today. Had the winds of fortune reversed themselves in 1985, the city of Kiev and the wheat regions of the Ukraine would have suffered permanent damage and justified caution on the part of visiting teams. It is better to be sure than sorry. On issues such as these I am pleased to report that the Board was of similar accord, although Bruce MacDonald wanted to know why I hadn't consulted Foreign Affairs.



OCTOBER 17 1985
 Newcastle, NSW
 4:58pm
 1000-1500 Indoor World Record
 At Indoor Vault - 1000-1500

In the cheerers,
 As much as going high
 in sports!
 Just water always.

Larry Jesse
 USA
 5:00
 10/18/85

Figure 7 Larry Jesse clearing the bar in the mall

We continued to push for capital development. New initiatives on the indoor track and problems with the provision of a home for rowing occupied our waking moments.

The Soviet skiers wanted to visit and train during our brief winter season. Apparently the altitude between 5-7,000 feet is perfect for human energy expenditure and health in the ski world. We happily agreed to provide support during their stay.

A new professional track and field club was scheduled to begin in Canberra under the auspices of the Nike organization. They wanted to attract our Institute athletes away from their Institute mentors and into the hands of club coaches. Kelvin Giles was one of these coaches. I was pleased to receive Board support for mixing this plan in the interests of providing uncomplicated support for local elite athletes.

I was pleased also to record that our connection with the Budget Rent A Car firm continued strongly. Owner and sporting entrepreneur, Bob Ansett, was a friend of the Institute and his seminal work in servicing Australian sport in general was thoroughly noteworthy. Bob Ansett represented one of those gems in the corporate world that enabled Australian sport to prosper. In later days Bob Ansett experienced financial problems. He tackled these with similar resourcefulness and courage. Suggestions were made from certain Board members that we reconsider priorities in the rent a car world. Successfully the Executive opposed this move, a position that I supported strongly.

The famous John Landy joined our Board during the November crises. His coolness helped at that time. I'd known John for some time and, along with the entire Australian community in 1953 and 1954, agonised with his attempts to become the first man to run under 4 minutes for the mile. He was beaten to this post by arch rival Roger Bannister of Great Britain, but his persistence was eventually rewarded two weeks later when he established a new world mark of 3.58 in Turku, Finland. John Landy had been defeated in the mile of the century by Roger Bannister during the Commonwealth Games of Vancouver 1954, but both went under the 4 minute mark in this memorable jewel. Landy had captured the hearts of Australians when moving from last to almost first during the last lap of the 1500 metres at the Olympic Games in Melbourne, 1956. Nobody cheered harder than I did that day and nobody was more delighted with Landy's return to form in spite of nagging injury, interrupted training and the encroachment of age. To have John Landy on our Board was a good move. Bruce MacDonald must take the credit for securing him. Landy was cooperative and a strong voice, at least for a short period of time. He had his own agenda on Australian athletics and considered that the Institute was one important voice but not everything. His main bone of contention was the inability of the Athletic Union to recruit and develop the individual talent. I was disappointed at any criticisms he made of the Institute and told him so, but fully supportive of his efforts to prod the Athletic Union into stronger action.

I had cause at this time to write an extremely complimentary note to the Canberra Times. Their coverage of the sport, Netball, had been exemplary. Our coaches were delighted with this atypical encouragement urging me to record Institute approval and recognition. I was happy to oblige.

The chief security officer of the City of Darwin was Peter Fanning. I'd first met him in Papua New Guinea when he was an 800 metre runner for the Territory in the 1969 South Pacific Games. His young family of that time was growing up fast. Daughter, Megan, was a promising swimmer. Peter would go down each morning and supervise her training although the muggy atmosphere was often debilitating. Her times were brilliant; her potential great. I asked Dawn Fraser, perhaps the World's greatest ever swimmer, to appraise her potential during our May visit of 1985. It was Dawn's enthusiastic response and her father's willingness to support which led to Megan's invitation to join the Institute on a special developmental scholarship set aside for a youngster of great promise. At first Head Coach Bill Sweetenham, opposed the move, "She's too young, John," he told me. But in the end it was Bill who notified me of Megan's excellent progress which justified

this calculated risk. Just as the Board was about to lambast me for this venture, her time of 58.1 secs for the 100 metres freestyle was announced. It was very fast indeed for a 14 year old lass from the back blocks of Australia.

The redoubtable Charlie Walsh stepped up the pressure for cycling's inclusion in the Institute. He was now armed with better assurances than ever of support from the South Australian Government. Indeed Charlie was at the point of issuing T-shirts questioning the Federal Minister's "nous". Time and again I called John Brown's office alerting them to the urgency of cycling's push. Eventually they gained entry residing in Adelaide in the loving hands of Charlie Walsh. His was a stirring fight for cycling's survival. Later that year when our riders won every track gold medal at the Edinburgh Commonwealth Games the efficacy of their candidacy was underscored. Peter Bartells, No. Two in the mammoth Foster's brewery and himself a champion cyclist of the 70's, chided me on our belatedness with cycling's entry. Indeed I was taking a hard time of good natured bantering when his good wife intervened and reminded him of his many sins. Australian cycling has always been of high quality and, judging from recent results, will continue so. Cycling is a thoroughly worthy sport and deserved to be a member of the Australian Institute.

The Institute finally assumed total responsibility for its own marketing push in March of '86. The results of our immediate energies could be described as only "nice stuff." Barclays International, the Australian Meat and Livestock Corporation and the Acromat Gymnastics Equipment firm promised to support individual teams at \$30,000 a year for three years. The ANZ Bank pledged itself to support the National Training Centre program for \$100,000 a year over a three-year period. Rounding out important but smaller contributions from the Stoke Tool Co of Albury and an Amino Acids company in sports science was the delightful news from Kelloggs that its fortunes were thriving. By this time it was clear from efforts of two states, alone, that the sum of at least \$60,000 would be added annually to the Institute coffers. Kelloggs had originally hoped for 2% of the market share. They were running at 4% at this time, thrilling all parties with a promotion that represented the very best of concerted effort and enthusiasm.

More Spite and Silliness

"A lie can be halfway round the world before the truth has got its boots on." James Callaghan

I was censored by the Executive Committee for having helped a young Victorian sprinter attend Caulfield Grammar School where his academic and sporting careers were likely to be furthered. And I reject this censorship even more today than I did then. Board members maintained that we could not be seen paying the private education fees of Australian school children. My response was bunkum! The lad in question, David Driscoll, was a young 14 year old living in Stawell, Victoria, the home of Australia's greatest professional foot race. His father played football for a prominent club, Essendon, in the Victorian Football League. Young Driscoll was considered to be one of the finest

talents sprint coach, Neville Sillitoe, had seen and I considered Sillitoe to be the most successful sprint coach in the history of Australian athletics. Only the great Sydney woman sprint coach, June Ferguson, competed with this Melbourne coach for such honours. Sillitoe had coached most of Australia's truly great sprinters in the 40's, 50's and 60's. His banner athlete, Peter Norman, had recorded 20 secs for the 200 metres in winning a silver medal at Mexico City in 1968. This sterling effort had split the two American legends, Tommy Smith and John Carlos, and is the finest effort ever by an Australian male sprinter.

Sillitoe was anxious to continue working with the talent of David Driscoll. At the time of writing, Driscoll's performances have fully justified Sillitoe's confidence. I agreed to supply \$1,000 a year towards the \$5,000 needed to retain Driscoll at Caulfield Grammar School in Melbourne. This contribution had the proviso of satisfactory academic progress. The school, some friends and Driscoll's father made up the rest of the monies needed. I did not consider this to be unusually generous posture in recognising a request from Australia's sprint coach and one of our prominent satellite coaches. The Board considered my position to be unduly risky. In spite of their disagreement, however, they continued to support my promise.

The unfortunate Rodney Groux distinguished himself for headline marksmanship by leaping into the November battle. He sought out Canberra television stating publicly that the Institute had a problem in its store room. We all shook our heads at this performance. The Institute store room problem had nothing to do with honesty, rather it was concerned with system and efficiency and that's the reason we had asked Rodney to consult in the first place. His willingness to criticize the Institute unfortunately exemplified the efforts of a number of others in the Canberra community who threw dirt. It was about this time, too, that we learned of Libby Darlison's intentions to leave Australia for the sunnier climes of the South Island of New Zealand. She was going to run a goat farm with a professional companion. She had tinted her hair blue and was enthusiastic about the move. In an effort to restore peace with Libby I met her for dinner in a Sydney restaurant in the fall of '86. We had a pleasant evening which consisted of a frank exchange of opinions and thoughts on the best directions for the Institute. I'd been disturbed by information that Libby Darlison hated me. The source had been impeccable so I wondered it's the origins of such an impression. After conversations that evening and on reflection, I am now convinced that this attitude arose from Libby being fed vicious and erroneous information about my attitudes towards her from the mole system. The trouble with mole dialogue is that it always finds its mark and always is delivered with a twist. Straight information can be dealt with: Value added information is much harder to combat.

Domestic matters had to be attended to. A problem arose with Institute parking and with the completion of certain tasks by the NCDC. I refused to cooperate in the completion of the thunderbox in the middle of my office. It is difficult to be serious with troubled athletes, dissenting coaches and predatorial journalists with the accompanying sounds of broken wind, falling liquids and hanging nostril teasers. Whoever designed a

toilet in the middle of my office needs immediate despatch to the outreaches of Siberia for sins of commission and omission. Throughout my protest the NCDC refused to acknowledge that it was to blame for this design catastrophe.

Throughout the fall of '86 Mr Hurst continued to rail against my better judgements. After a minor meet in Japan when Kelvin Giles' athletes had performed well, Hurst's headlines announced that the "rejected coach would battle on". When Joe Dial vaulted a world indoor pole value record in the US, Hurst had Giles pre-eminently responsible as coach by correspondence. Later information has seriously questioned this connection but Hurst made heavy lead of this opportunity. Other press predators took aim also. Keith Moor of the Melbourne Herald "put the boots in" with an article that reassembled much of the irresponsible critical media approach at that time. Let me explain. Headlines which state that such and such spent \$20 million on such and such are bound to raise the hackles of the reading public. The mere statement implies wrongdoing but no perspective is provided and little responsibility attends such sensationalism. John Silber, if I said to you that you have just won a competition to holiday in the Caribbean with your family for \$100, you would consider the deal to be very good indeed. But if I said the cost of the postage stamp to enter this competition was \$25, you would be outraged and properly so. The problem with most sensationalist reporting in Australia, at that time at least, was that no perspective or good common sense accompanied the critical incidents.

It is a very common ploy on the part of the world's tabloids. It is the single most irresponsible act on the part of the gutter press. It is true to say that there is nothing more patently dead than yesterday's newspaper. Those who seek to make constructive contribution to the community and have been pilloried for the risks they have taken can be assured that press criticism has to be summonsed anew each day before it can prevail. It is this heinous recognition that gives journalists reason for rolling around the same news in different columns, day in and day out, without further research, in the hope of achieving a final sensation. Whilst on the subject of press rebuke, I had cause to write to a Mr Lalor of the Queensland Swimming Association on the 23rd of May. He had delivered yet another diatribe against the Institute in his newsletter to the swimming fraternity. After correcting inaccuracies, I said: "Unfortunately, from your past editorials you see Queensland in competition with the Australian Institute of Sport. The constant barrage of criticism that comes from you scarcely helps the cause of amateur swimming. It is time your pen showed some temperance. Those that know you understand your excessive, critical irony; those that don't know you are subject to confusion."

The Giles Receipt Drama

It is unfortunate that Mr Giles keeps cropping up in this report in negative vein. He had written to me in April thanking me for supporting his athletes in their trip to the National Championships and selection trials for the Commonwealth Games. In this letter he denied any connection with the November attack of 1985. I found that impossible to believe but was grateful for the resumed communication. Unfortunately, the business of falsified receipts for airfares and their acquittal for cash at the Institute was still very

much alive. Mr Giles had submitted receipts with altered names on air tickets for a number of trips in 1983 and 1984. Serious question had been raised by the Australian team captain at the time complaining that Giles was going around soliciting unneeded receipts with the intention of redeeming them for their cash value back at the Institute. In a tense meeting with Paul Nash, John Daly and Denise Boyd, Kelvin denied that he ever intended to pursue this action.

A phone call late one night alerted me to the possibility that this information was about to be handed to the press. I decided it was time to put the matter in the hands of our internal auditors.

Bob Hobson balked at this and called Acting Chair, John Coates, for authorization. In an unfortunate two-line directive to the auditors John cancelled my request. This was fine for the Board, but it was my head, again, should the matter not be pursued. So I wrote to the airlines concerned explaining the problem and copying the offending articles which are displayed on page ---. Most of the airlines were of little help due to the passage of time and because the tickets had been ordered through agencies. Malev, the official Hungarian airline, responded with clear evidence. In keeping with the other airlines they reiterated that any altered names on international tickets would cause the ticket to be rewritten without exception, thus the receipts had to be altered after the trip had taken place. Malev confirmed that the tickets had been paid for in Hungary by the Recreation Commission and that no altered tickets would have been accepted by their personnel. Something was wrong. Perhaps Kelvin Giles has an explanation for the acquittal of these receipts which is perfectly acceptable causing the issue to be satisfactorily explained. I make no accusation, but feel the issue should not have been stifled when investigation was called for, and that subsequent investigation is needed to clear the people involved.

Third hand information received also implicated Kelvin Giles. He was supposed to possess a number of Institute bikes held in the garage of his home in Hall. As we had lost most of the Institute bikes, purchased two years before, there had to be some domicile at which they were located. After an exchange with Paul Brettell, who provided the information in the first place, I asked the storeroom to send out letters requesting cooperation from people in this matter. To my knowledge the issue remains.

COMMERCIAL PLANNING/Tariffs

AUSTRALIAN INSTITUTE OF SPORT
Dr. John Cheffers
Executive Director
Leverrier Crescent, Bruce
P.O. Box 176
Belconnen, A.C.T. 2616

Your ref:

Our ref: 910/444/1986 E.Moldován

Dear Sir,

Referring to your letter, dated 30 April 1986 we have the pleasure to provide the requested information /according to and in the order of your questions/.

1. yes, all the tickets were on legitimate issue
2. all the tickets were paid by invoice /bank settlement/
3. source of payment: Budapest Póvárosi Sport-
hivatal Sport- és Rendezvény-
iroda

Póvárosi Tanács VB Testnevelési Sport-
hivatal Sport- és Rendezvény-
iroda

/for your information, this rather long title covers an organization, which functions under the supervision and on the budget of the Municipal Council of Budapest - in other words state owned and state subsidized./

4. Alterations of this kind /as shown on the tickets/ are prohibited and under normal circumstances would render the ticket unacceptable, although our books show, that they were actually used and accepted.

In principle the sponsor is entitled to change the names, especially for events like the "Budapest Trophy", which was the athletic competition in this case.

Correct procedure would have been of course to issue new ticket with the new name.

5. Apart from the incorrect procedure of the name change, no irregularity of any kind can be determined at this time. Accounting proper and settled, tickets actually used and honoured.

However, if the matter you are investigating, would in any way concern our company, kindly ask you to advise our department.

Yours sincerely,
A. Sipos
A. Sipos
Tariffs Manager

Ticket stubs

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		LON LON		182 4203833950 1	
NAME OF PASSENGER		BROWN E. V. MISS		DATE OF BIRTH		06/21/1951	
DATE OF ISSUE		27 JUL 83		TIME OF ISSUE		11:00 + PT	
FROM		LONDON		TO		BUDAPEST	
CLASS		Y		FARE BASIS		700C 27 JUL 83	
CARRIER		MA		FLIGHT		9610	
DEPART		27 JUL 83		ARRIVE		28 JUL 83	
TIME		11:00		TIME		15:00	
STATUS		OK		STATUS		OK	
TICKET NO.		182 4203833950 1		ISSUE NO.		1	
FARE		1100 + PT		TAXES		1100 + PT	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		LON LON		182 4203833948 6	
NAME OF PASSENGER		HARRACOTT P. MR		DATE OF BIRTH		06/21/1951	
DATE OF ISSUE		27 JUL 83		TIME OF ISSUE		11:00 + PT	
FROM		LONDON		TO		BUDAPEST	
CLASS		Y		FARE BASIS		700C 27 JUL 83	
CARRIER		MA		FLIGHT		9610	
DEPART		27 JUL 83		ARRIVE		28 JUL 83	
TIME		11:00		TIME		15:00	
STATUS		OK		STATUS		OK	
TICKET NO.		182 4203833948 6		ISSUE NO.		1	
FARE		1100 + PT		TAXES		1100 + PT	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		LON LON		182 4203833938 3	
NAME OF PASSENGER		WRIKHI D. MR		DATE OF BIRTH		06/21/1951	
DATE OF ISSUE		27 JUL 83		TIME OF ISSUE		11:00 + PT	
FROM		LONDON		TO		BUDAPEST	
CLASS		Y		FARE BASIS		700C 27 JUL 83	
CARRIER		MA		FLIGHT		9610	
DEPART		27 JUL 83		ARRIVE		28 JUL 83	
TIME		11:00		TIME		15:00	
STATUS		OK		STATUS		OK	
TICKET NO.		182 4203833938 3		ISSUE NO.		1	
FARE		1100 + PT		TAXES		1100 + PT	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		LON LON		182 4203833949 0	
NAME OF PASSENGER		CARRINGTON M. MR		DATE OF BIRTH		06/21/1951	
DATE OF ISSUE		27 JUL 83		TIME OF ISSUE		11:00 + PT	
FROM		LONDON		TO		BUDAPEST	
CLASS		Y		FARE BASIS		700C 27 JUL 83	
CARRIER		MA		FLIGHT		9610	
DEPART		27 JUL 83		ARRIVE		28 JUL 83	
TIME		11:00		TIME		15:00	
STATUS		OK		STATUS		OK	
TICKET NO.		182 4203833949 0		ISSUE NO.		1	
FARE		1100 + PT		TAXES		1100 + PT	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		LON LON		182 4203833931 3	
NAME OF PASSENGER		CARRINGTON M. MR		DATE OF BIRTH		06/21/1951	
DATE OF ISSUE		27 JUL 83		TIME OF ISSUE		11:00 + PT	
FROM		LONDON		TO		BUDAPEST	
CLASS		Y		FARE BASIS		700C 27 JUL 83	
CARRIER		MA		FLIGHT		9610	
DEPART		27 JUL 83		ARRIVE		28 JUL 83	
TIME		11:00		TIME		15:00	
STATUS		OK		STATUS		OK	
TICKET NO.		182 4203833931 3		ISSUE NO.		1	
FARE		1100 + PT		TAXES		1100 + PT	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		182 4203:833:947 5	
KEATINGE/C.MR		P29 01/04/75		MALEV	
22 JUL 84		BUDAPEST		91-4 9510	
LON.DON		7.20 5A TMC 22 JUL 84		23 JUL 84	
BUDAPEST		7.20 HA 91/04-30 JUL 84		LONDON UNITED KINGDOM	
LON.DON		1/10 14.57		1/10 14.57	
WEL 430A 02/09/84		WEL 430A		1/10 14.57	

MALEV HUNGARIAN AIRLINES

Here with copy of my ticket to Budapest and the response from our Head Office. No airline would ever alter the name on a ticket in such a way; tickets we issue are always accompanied by a letter quoted as correct. Trust this answers all the points you raised.

10 VIGO STREET LONDON W14 1AG. Tel: 01-439 0577

SPONSOR WAS THE SPORT NATIONAL PHYSICAL EDUCATION

THE FROM OF PAYMENT WAS BY INVOICE AT BOTH OF THEM.

-BGRS WRS 4100R.

STP = Repaid Ticket Balance - Paid in Hungary and ticket issued in UK

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		182 4204:130:693 30	
BROWNIE NR		22 AUG 84		VACUUM	
BUDAPEST		10.10 14.00 15 OK		BUDAPEST	
MILAN		10.10 14.00 15 OK		MILAN	
VORD		10.10 14.00 15 OK		VORD	
10.10 14.00 15 OK		10.10 14.00 15 OK		10.10 14.00 15 OK	

MALEV HUNGARIAN AIRLINES		PASSENGER TICKET AND BAGGAGE CHECK		182 4204:130:699 36	
GULES NR		22 AUG 84		VACUUM	
BUDAPEST		10.10 14.00 15 OK		BUDAPEST	
MILAN		10.10 14.00 15 OK		MILAN	
VORD		10.10 14.00 15 OK		VORD	
10.10 14.00 15 OK		10.10 14.00 15 OK		10.10 14.00 15 OK	

6 May 1986

Message from United Airlines (Sydney)

Re: Kelvin Giles ticket from United Airlines

It seems that it was a legitimate, valid ticket. Kelvin apparently turned a ticket (the source of payment appears to have come from South Africa) and Kelvin paid the \$20 balance.

The ticket would not have been accepted if it was in any way altered.

PAT

Enough

Although we listened to the coaches' worthwhile suggestions and the frustrated sports science people, too, the development doors were slammed shut by the Executive Committee. It was evident to all by now that we were going to balance the budget but the damage had been so great that the Committee maintained an ultra-conservative posture

rigidity to the end of June 1986. I was aware that Board members were frustrated with my recalcitrant posture and they were aware that I was damned annoyed with their conservatism. A particularly obtuse report from the Department of Finance resulting from the Joint Review accused the Institute of using \$90,000 for each scholarship holder. Even the Board members were horrified at this miscalculation and demanded that the paper be withdrawn for repair immediately. Finance had forgotten to factor in all of the visiting athletes, the satellite program, the National Training Centre people and the regional institutes. They had worked on the wrong figures and had reckoned on the Physical Plant having to be replaced every 15 years. It was a dreadful document which, thank Heavens, has never seen the light of day. I summonsed the Finance evaluator to my office and dressed him down. He had sneaked in the back door and had begun his work without paying the courtesy of a call to my office. He said he intended to but just hadn't got around to it yet. I charged him with the responsibility of visiting other institutes around the world and comparing us with them before he issued such an important report. He said that this was impractical and I retorted by saying that his consequent report was unimportant and unbelievable. I refused to have anything to do with a report that compared the activities of our swimming coach with the officer in charge of the fifth stack of books at the public library. The tendency for in-house reviewing, comparing in-house, is a major mistake in the Canberra bureaucracy. It is the ultimate waste of money. It is the ultimate drain on the taxpayers' resources but it was obvious, however, that coexistence of John Cheffers and the current Board of Directors at the AIS was not working. When I took two weeks leave in April to teach Interaction Analysis in Israel for the Boston University School of Education members couldn't believe that the financing was coming from my pocket and from the University. So strange was the realisation that professional work sometimes hurts personally that rancorous debate took place one Board meeting in April over a subject that should never have been raised in the first place. I'd had enough. On the morning of June 11th I had asked Bob Ellicott to address the students at a general assembly. I reminded Paul Brettell to invite the Board who duly turned up on an occasion which coincided with the June Board meeting. Even Bob Ellicott was surprised when the Board members left the Assembly immediately the address concluded. They had not waited for the students to give their reports on the various sports progress. I exhorted the students to put their best foot forward in the upcoming competitions, the Commonwealth Games and the World Championships in their respective events. I quoted Yeates' lovely poem "What Then." which says it all in connection with elite sporting effort.

What Then?

His chosen comrades thought at school He must grow a famous man; He thought the same and lived by rule, All his twenties crammed with toil; What then? said plato's ghost" "What then?"

*Everything he wrote was read, After certain years he won Sufficient money
for his need, Friends that have been friends indeed; 'What then?' sang Plato's
ghost. 'What then?'*

*All his happier dreams came true--A small old house, wife, daughter, son,
Grounds where plum and cabbage grew, Poets and Wits about him drew;
What then? said platos Ghost, What then?*

*The work is done,' grown old he thought, 'According to my boyish plan; Let
the fools rage, I swerved in naught, Something to perfection brought'; But
louder sang that ghost, 'What then?'*

I then left the meeting to join the plotting Board members in the Board room adjacent to my office.

As soon as I arrived Chairman Bloomfield recessed the Board and requested that I meet with him and Mr Coates in private session. I then left the meeting to join the plotting Board members in the Board room adjacent to my office.

Before recessing I reminded the Board of several important decisions they must make at that Board meeting. The eyes of every Board member were heavy, laden with disbelief, that I would calmly remind them of their responsibilities in light of the upcoming discussion with the chief plotters. We quickly agreed that matters were not working out and several options were discussed: I could finish my contract working with the Sports Commission or lead a project in the "excellent" work I'd been doing with spectator violence. Did I have a project that I could suggest that would resolve the conflict that had developed on the Board. We discussed each option without acrimony; they were a little surprised at my readiness to leave the Institute. I elected to resign and intended returning to Boston University in September of '86. Institute lawyers were sympathetic and cooperative and quickly came to an understanding on compensation for my contracted period - I was simply to receive what was due to me through May 14th 1987. The Government had agreed to this arrangement. I realised that continued service with this Board would simply raise irritation levels and prevent the Institute from making progress. I was also aware that my academic career had suffered at the Institute so resignation was the best of the available alternatives. We agreed to announce my resignation on the 1st of July. I issued a statement which said in effect that every sports executive must pass the baton when his segment is run and I considered my race done as far as the Institute of Sport was concerned. It caught the sporting community by surprise. We had gathered momentum in recent months and matters appeared to be moving along nicely, but tolerance levels had been exceeded in my tenure with this Board. Also the legislation to convert the Institute to a statutory body was passing without hitch, a sure sign that my tenure was limited.

I continued to represent the Institute in many ways with enthusiasm and genuine effort. Many, many people rued my decision. Judy Patching called the Minister in a late night effort to bring about reversal. All but two of the coaches expressed concern. My two faithful secretaries, Margaret Beames and Pat Manson, shed more than one tear. Mr Bloomfield had seriously underestimated the affection in which I was held by a great many Institute people.

On the first of July all hands gathered to load up Laurie Jackson's truck and transport my books and belongings to Girrawheen. - My grand old Uncle Len and Auntie Vi were visiting and wondered at the immense sense of relief expressed by my family on this occasion. I regret my early departure as did Don Talbot before me and ultimately Ron Harvey after me. But it was the best decision I could make. The Cressida car was returned and the final negotiations completed. It was a valuable, stimulating, meaningful and educational stage in my life and my contribution to the Institute was generously and duly outlined in the Canberra Times the next morning. Whatever the aftermath I regretted not my decision.

A Coat (Yeats)

*I made my song a coat Covered with embroideries Out of old mythologies
From heel to throat;*

*But the fools caught it, Wore it in the world's eyes as though they'd wrought
it. Song, let them take it,*

For there's more enterprise in walking naked. "A Coat,"

by W. B. Yeats

CHAPTER 15 Free

There was a very cautious man Who never romped or played.

He never smoked, he never drank, Nor even kissed a maid.

So when he passed away, they say, Insurance was denied,

For since he never, never lived, THEY SAY HE NEVER DIED.

So much is said in limerick form that one hardly needs to make further comment. I certainly didn't die after resigning from the Institute of Sport. A great relief flooded my veins although two days of heavy publicity, all positive, kept me close to the phone at Girrawheen, but then matters died down.

Response

Many of the Institute people responded to my resignation with sadness and gratitude. I have a treasured card signed by 46 of them, and believe that 95% of the signatures were genuine. University sporting administrators and academics numbered heavily amongst the thanking group. So did a number of bureaucrats: Perry Crosswhite talked of the "vision" -- "I believe you summed it up correctly when you said that others did not have the vision you had." Herb Elliott was even more effusive; "Magnificent, is the word that comes to mind." Secretary of the Australian Schools Sports Council, Les Rauert, thanked me for a personal philosophy which closely resembled his own. "Life, Be In It," "the Meat and Livestock Corporation, Dunlop Bedding, a host of sporting associations and friends in and outside of the Sporting Institute, quickly expressed unhappiness at my departure. My ex-food manager, Heinz Assel, was very kind; "The AIS lost the best Executive Director and Ambassador for Australian Sport Australia will ever have." And National Director of the Drugs in Sport program, Steve Haynes, probably summed it up insightfully; "Australian sport appears to have an opiate problem - - an escalating addiction to cutting down "Tall Poppies." R. T. Parfitt, Principal of Canberra College of Advanced Education; John Treloar, former champion sprinter; Jennifer York of MLC Junior Sports Foundation; Fulton Muir of Canberra Westpac; E. A. Harris, Chairman of the Sports Commission; Lily Schreyer of the Canadian Embassy; Evelyn Dill-Macky of. Australian swimming; Dr. Ian Jobling of Queensland University; G. L. Houldsworth of Kelloggs; Mick O'Neill of Ballarat; Barry J. Stanton, President of ACHPER and many others joined a long list of well wishers.

About the same time I received another complimentary article in the press from a most unlikely source. An article entitled, "The Inspiration Behind the Perspiration," in the Australian Playboy, under the pen of Phil Jarratt, gave some indication of the obvious distaste that a small number of board members, and others, felt for me.

'If we say that gold medals are the measure of our success,' he (Cheffers) explains, 'then we're going to have a couple of successes every four years, and I don't think that's a very good return on money invested. If we say that ultimate performance is our goal, then we could have 300 successes every year.'

When Cheffers talks like this, bouncing behind his desk in his enthusiasm, the spirit is infectious in a Chariots of Fire sort of way. One wants to jump higher, lift more, break the tape faster. As a motivator the man is superb, but one wonders how this stuff washes at Budget appropriation time.

There is a tendency in Australia for people to eschew any form of ebullience or, worse still, flamboyance. Don Dunstan, expressing anger after his resignation from the Victorian Tourist Commission, an into similar problems yet was much stronger in his response: "Of course I bear grudges; I am still very, very angry over what happened. I will carry those grudges to the grave." Don was accused of overspending during a tour of Asia; his enemies inaccurately attacked him for expense indiscretions. Eventually he retired with a succinct message: "I would not accept a job as a public servant again, because I don't ever want to be put in a position again where I am a sitting duck and I can't defend myself. I get pleasure out of the achievements of politics, but not politics for politics' sake. After 26 years, who needs it ?" The mercurial Dunstan left little doubt as to how he felt on his resignation.

The tall poppy syndrome is a problem in Australia. It seems to be of greater moment in that country than in most. Although often used as a reason or even an excuse by dismissed executives, it is too often referred to by responsible leaders to be labelled fictitious. A classic example of the tall poppy syndrome was seen in some of the reactions to John Bertrand's book about Australia's victory in the America's Cup of '83. Some Australian reviews were caustic to the point of fault. I include a section from Tony Fawcett's article in the Woman's Day of 4 November, 1985. After quoting Bertrand he editorialises:

The American reviews, for instance, look at it not in a critical way. Those reviews have been outstanding, absolutely fantastic. There's one in the Boston Globe which, according to the publishers of the book in New York, is one of the best reviews the paper has ever printed.

He suspects part of the early criticism in Australia was prompted by this country's 'tall poppy syndrome', the urge to cut down anyone and anything that is considered too successful. 'It was a little bit against Australian culture, because the environment we live in doesn't allow people to talk about themselves as winners.

We're talking about this mad compulsion to chop people down if they're showing themselves to be a little bit too self-confident, or they're full of ego. In the States, it's not ego, it's self-confidence.'

'As I saw it with the America's Cup, our biggest problem was to take a group of people over there, who in the 11th hour, right in the firing line, could perceive themselves as winners.'

In recent days John has devoted himself to expound that philosophy. He has criticised the school systems for not encouraging children to ask more questions and to aspire to being winners. He believes that too often Australia is restricted by the 'Ned Kelly syndrome', admiring the less noble aspects of our past.

'We tend to revere the failures of our past,' he said.

'After all, Ned Kelly was a battler, but he was also a robber. It's great that he's part of the flavour and the colour of this country, I'm not knocking that, but I think we need to look at other areas.'

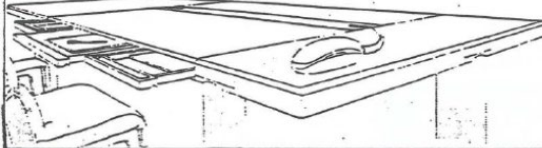
'Some of the tremendous traditions that went into World War I and World War II were great, but in a lot of those battles we were beaten, and I would like to see Australians, particularly the young ones, build on some of the successes this great country has achieved.'"

The tendency for people in hard times to concentrate on the negative is understandable; it's been going on for centuries. But Bertrand is correct when he urges Australians to build on their successes. The alternative is to be lost in a mire of quicksand and to be caught floundering around in no man's land with no-win situations in every direction. That is not to say that Australian humour was entirely lacking from this situation. The day after the November attack in the Daily Telegraph, the Australian newspaper featured a largish advertisement on its front page. It clearly spells out the message "Why put a good man behind a bad desk?" The Daily Telegraph cartoonist Zanetti, whilst not complicating the mental processes with reams of subtlety, entertained topically.

DESK ADVERTISEMENT

*Why put a
good man behind
a bad desk?*

Megalfa, from Faram of Italy is the ultimate in executive office furniture. The system includes desks, cabinets, conference board and side tables and bar units, all in timeless walnut. See it now or discuss it with your architect/designer.



ARTES STUDIOS

Sydney 191 4th Street St. 2nd Floor MELBOURNE 88 Franklin St. 2nd Floor ADELAIDE 44 Melbourne St. North Adelaide 37 1111
BRISBANE 222 Barry Place Ipswich 1001 1111 PERTH 234 St. George's Terrace 222222 CANBERRA 41 Queen St. Canberra 200 744
Perth 200 744

PAGE 1

- THE WEEKEND AUSTRALIAN December 7-8 1985 -

ZANETTI'S CARTOON



Matters More Important

My immediate concern was to ensure that the young Australians selected for the Commonwealth Games in Edinburgh were well supported. Editor of the Melbourne

Herald, Peter Stone, engaged me to write regular articles at this time. I was grateful for the opportunity to tread a positive path after a difficult period. The business world responded to my resignation in interesting fashion. A phone call on the 1st of July from a Melbourne insurance specialist raised an interesting perspective. "John, the reason I want to talk to you is because of the reasons you resigned from the Canberra public service." And a promise I had made to deliver a model for health maintenance in concert with health insurance before returning to the United States, now had to be redeemed. This took the better part of a year to complete, so the resignation from the Institute, in retrospect, certainly helped in this regard. Knowing the penchant the Australian press has for ascribing praise or blame after sporting trials, I realized how important the Commonwealth Games were in July of '86. Mark Harding summed it up in a mid-June Herald article:

. the pressure is on for Australian sport to show it is worthy of continued government support in times of economic strife. That is why Edinburgh is vital to future AIS programs, not just in the games events of swimming, diving, track and field, rowing and weight lifting. But all sports."

The Games of '86

Several issues and side trips were necessary during this tour. The Herald articles financed the plane fare to Edinburgh, but it was necessary to supplement through various work forms. Also, the AIESEP annual conference was slated for Heidelberg, West Germany, in late August, so a fairly lengthy trip away was called for. I journeyed back to Boston University to teach a summer class, a life-saving performance as far as the pocket was concerned. Later in Heidelberg I was confirmed as president of the world body, with a tenure lasting until 1990. It was at Edinburgh, however, where the main action occurred. I gave a speech to the prestigious one day conference organized by the Royal Colleges of Physicians and Surgeons. They were vitally interested in the scientific aspects of the Institute of Sport's progress. Young Australians equities themselves well at the Edinburgh Games. We won nine gold medals in athletics; two of the four gold medals in diving, 12 gold medals in swimming, four in weight lifting, and the men's and women's eights in rowing. Many of these successes were directly attributable to the Institute of Sport. Very few of our medallists had not had some help, so the Games were a great success for the Institute and a reasonably sound performance from Australia's viewpoint. Unfortunately, we had some failures; some have already been referred to in the body of this text and others were caused by two main problems -- poor coaching and the movement on and off anabolic steroids in the case of a small number of performers. Particularly pleasing were the wins in the two marathons and in the men's walk, for the athletes responsible were models of training intensity and sincerity. Robert DeCastello and Lisa Martin were the marathoners and the thoroughly decent Simon Baker was the walker. The finest achievement of Australian sport that year occurred one month later in Nottingham, England, where the men's rowing eight defeated the best in the world for its finest performance in the history of Australian rowing. These young men had worked at the institute for many months. They had braved the freezing waters of winter on Lake

Burleigh-Griffin each morning and were rewarded by receiving "gongs" from Her Majesty, the Queen, in the January investiture of '87. They each received the Australian Medal (AAM) along with their redoubtable coach, Reinhold Batschi, in a thoroughly worthy reception. It was good to see Australians responding to the efforts of their sportsmen in prompt and deserving fashion.

I worked hard at the Games producing articles daily and phoning them back to Peter Stone in Melbourne. It came as a surprise to be given later a particularly spiteful piece of gossip printed in the Sydney Daily Telegraph whilst we were away. Even my foes on the Institute Board were disgusted. The article is inaccurate and gossipy but, more important, in that it clearly indicates the vindictiveness of this newspaper towards me, personally, at this time. I print the article for you, John Silber, to regale, and for all readers to peruse. The lack of research which explains the gross inaccuracies was typical of Telegraph articles on John Cheffers at this time.

THE LESSER METALS FAIL TO GIVE DR. JOHN A LIFT Dorian Wild's Diary, July 29, 1986

Just six weeks after his spectacular resignation as executive director of the Australian Institute of Sport, the ample form of Dr. John Cheffers has surfaced in Edinburgh as an aficionado of the Commonwealth Games.

The bearded, bespectacled former administrator, with a taste for the good life, has been a regular figure in the stands at the Games, although there have been times when he has been oddly reluctant to show his enthusiasm.

He failed to stand during the medals ceremony when Jane Fleming won silver in the heptathlon, or when Darren Clark won silver in the 400m sprint. He also sat during the ceremony in which Don Wright won bronze in the 110m hurdles.

A national figure in November when The Daily Telegraph revealed AIS money was being used for expensive office furniture and trips to two football grand finals, Cheffers, 49, has been showing himself to be highly mobile.

He even managed to wangle his way into the press section of the main stand on at least one occasion and spent the day being hugely pally with hacks from the Melbourne Herald, of all things!

Not that everything has been going swimmingly for Cheffers, who flew economy class to the Games (often with his shirt undone, showing lots of curly white hair) loudly declaring that most of the medal-winners would be at Edinburgh despite the black-nation boycott.

In Edinburgh, with his friend Dr. Jean Roberts, whom he appointed to the AIS and coached as a discus thrower, and his son, Paul Cheffers, a former AIS consultant on \$150 a day, Cheffers has on one occasion been forced to buy tickets from a scalper.

A former VFL footballer and track and field athlete, he has, however, had the pleasure of running into no less a person than Good Times Minister John Brown, who leapt loyally to Cheffers' defense following the Telegraph stories.

In Scotland with his wife, publicist Jan Murray, Brown has not been the happiest fella - he has been billeted at some inferior pub while everyone who's anyone is having a lovely time over at the Edinburgh Sheraton."

Once again they mentioned that son, Paul, was there as was Dr. Jean Roberts. The article forgot to say that Paul paid his own way and should have been praised for supporting Australian effort and completely neglected to mention that Dr. Roberts had paid her own way to coach Gail Martin to two gold medals. Its own reporter, Mike Hurst, whilst enjoying full Telegraph patronage, yielded very disappointing results as a coach. At least we can be grateful that no other Australian newspaper reprinted this trash.

The Dawn Raid

A little after seven on a wintry August morning, seven officers descended upon Girrawheen unannounced. They were from the Australian Federal Police, and they were there to search the premises from door to door for evidence of the mysterious boat purchase documents referred to by Mr. Dempster to all and sundry yet whose existence was completely denied by the Institute staff and boat builder, Jeffrey Sykes. So many Federal government departments (five) had been contacted by Mr. Dempster, complaining of our withholding complicity that the Minister for State, Mick Young, had signed an outrageous order authorizing the dawn raids. The Institute, the Sykes boat building premises in Geelong, and one other private house were also raided. The police officers were polite and apologetic, but intent upon searching every inch of Girrawheen for this supposed evidence. After viewing my files, they called in an extra five police to perform the job. My wife, Margaret, was horrified and frightened by this dramatic intrusion into the family home. Son, Paul, telephoned Boston, where I was lecturing, to alert me to these actions. At first I, too, was horrified: How much mischief can one man make, and how much beat up had the newspaper articles and the conflation in Parliament translated into suspected criminal activity? The police took only a small handful of documents for that's all they could find. These documents were the rough notes I had penned for the writing of this text you are now in the process of reading. In half a page of these rough notes I had referred to a misunderstanding in the office over the typing of the minutes of one meeting held with Mr. Dempster. Paul Brettell had grabbed a page out of the file creasing it a little, but had replaced it soon afterwards. Nothing criminal was associated with this action, and for the life of me I could not understand what all the nonsense was about. I knew that I was innocent, and as far as I was concerned, everyone else at the Institute was similarly placed. Still, one cannot always speak to the actions of the devious human mind. Perhaps there was something wrong, to which I was not cognizant. So I urged the family and the Institute to cooperate fully in this police investigation. "If we had lied to the Appeals Tribunal, we could get two years'

incarceration," I was told by worried Institute officials. So the situation had drama and possible trauma as its bedfellows. Nothing gives me more satisfaction in this book than to record the eventual Federal Police findings, which were reported to the AIS board in the November of 1986. The Australian Federal Police could see no reason why these charges should be proceeded with, and had recommended to the Public Prosecutor, Mr. Ian Temby, that the matter be dropped. Heaven knows how much money had gone into this investigation, but I was grateful, for it had established the integrity of the Institute, Mr. Sykes, the rowing personnel and John Cheffers. Indeed, I was told privately by a prominent police official that the Australian Police were very annoyed at being asked to chase shadows involving so many offices over such a long investigation. The episode, however, illustrated how much mischief can be caused by wealthy people with axes to grind. Needless to say, the Daily Telegraph did not report this amelioration on its front page, its back page, or on any page for that matter, although it had made great store on this issue in November, 1985, and insulted all concerned on the conduct of the boat buying issue, increasing their sales dramatically. They were nowhere to be found when the investigation cleared the Institute and its personnel 12 months later. Perhaps out of conscience today the Telegraph may care to make a donation to the Institute funds of a corresponding amount to that of their increased sales on that dramatic November Wednesday in 1985. Journalists associated with this issue in the Telegraph at that time have continued, however, to take cheap shots, so it is unlikely that restitution will be made.

Normalcy

I threw myself into public commentary on Australian sport and private support of the Institute's actions over the next year. A report by the Auditor General attempted to raise new issues on my managership but failed to establish credibility and was received mutely. by all concerned. One newspaper did try to resurrect some of the dirt, but found little new or convincing in what was a late, low blow to an already bruised body. I was grateful to Auditor, Rod Alfredson, who worked hard to have my official rebuttal included with the Auditor's Report, and frankly that is all the comment that is needed on this affair.

I was very grateful to receive a note from David Driscoll's father thanking the Institute for the support which it had continued to give to David. It was especially pleasing to read of David's successes as Australia's top under aged sprinter in 1987.

John Purnell organized the official opening of the Gary Knoke scholarship in late '86. Most of the seats by this time had been sold at \$150 apiece, and the names affixed in discrete fashion to the backs of those chairs in the lovely amphitheatre. I did not attend, as normalcy had not yet been established in my relationships with the Institute Board. I was very pleased to see that as of April, 1986, the room sponsorship drive had netted \$150,000. The concept of naming a room after its donor and of maintaining a record of its occupants over the years is beneficial to those who believe that tradition is important, and I believed that, as the Institute grew memories faded and the many occupants passed on,

record keeping would not only interest future Australians but also inspire their performances.

My successor was Ron Harvey, whom I liked personally and who was a good choice. Ron preferred to work in the background, effectively managing affairs with a low key approach. People often speculate on relationships between successive executive officers in highly visible institutions. I'm happy to report that Ron Harvey, John Purnell and I dined graciously one evening in early 1987 in the beautiful Melbourne restaurant, The Walnut Tree. We discussed many issues for several hours. It was obvious that Ron would pursue different directions with some sports than I did, but it was also evident that we held many similar views. His connections with the bureaucracy were strong, and his ability to work with the many and varied departments was obviously an advantage to the Institute in its new era of strong government control. I was saddened in 1989 to read of Ron's premature departure. He had run foul of the political forces also, especially over the beat-up of the Senate drug inquiry. It appears that tenure in sport's top job is likely to remain short-lived if not downright temporary for some years to come. John Bloomfield's tenure as Chairman was discontinued with further constitutional changes in 1989. He did not leave the Institute graciously or without controversy. Newspapers across the country kept referring to the "dumping of Bloomfield." It is obvious, Dr. Silber, that my relationships with Mr. Bloomfield were not cordial or close, but I believe it a great pity that the press treated him poorly, also. He was sincere. Paul Brettell, whose ambition for my job has already been referred to, did not last at the Institute much longer than I did. He left in early 1987 to take up a 3-year appointment at middle management levels at the Jubilee Sports Center, Hong Kong. He has tried hard to return as executive director, and has written to all board members, new and old, with this in mind. He also keeps the press in Australia fully acquainted with his affairs. Bruce MacDonald was dropped as Secretary of Sport, Recreation and Tourism after the 1987 re-election of the Labour Party. Rumour had it that he was to head up the Australia Card operation which flopped due to huge civil opposition. After languishing in Tourism for about 12 months, Mr. MacDonald became the Chief Administrator of Norfolk Island, a notorious convict settlement long since turned into a tourist attraction.

The Institute has receded in importance with each new merging operation. The entire Bruce complex is now called the Australian Sports Commission, and the Head of the Institute of Sport, itself, has been in an acting capacity for the past two years. The Institute fared badly in publicity during the drug inquiries held by the Australian Senate in 1988 and 1989. This was unfortunate as the Institute did not deserve the ill publicity it received. Certainly its directors had ill-advisedly permitted its doctors to use steroids in knee reconstruction operations, and its nurse had been found guilty of sloppiness in recordkeeping, but the Institute should have found cause to rejoice in the findings of the drug inquiry not commiseration. Of the 17 sports only one was suspected, and the coach of that sport was found to have been "less than truthful" in his public commentary. Surely this is a good finding for the central sports institute in Australia. The Senate inquiry itself had been addressed by every malcontent on the Australian sporting scene, and although it

also received commentary from responsible Australian managers, coaches and athletes, it seemed preoccupied with the words of the malcontents. Frankly, the Senate arrived too late with too little and found out even less. I welcome the current world attitude towards the elimination of drugs; it is long overdue. I have been a campaigner against anabolic steroids since the Olympic Games of 1968, but it will do little good for the actions to be of a policing nature only. Research into alternative strength-gaining methods that are clean and healthy and a thorough exhausting of the potential of sports science is needed before we will successfully combat the terror of anabolic steroids and narcotics.

Sport and the Civil Service

The running of Federal Government affairs has been the subject of many an analysis as society has passed from tribal structure and the warrior ethos to parliamentary forms with the more sophisticated but scarcely less lethal structures of bureaucratic control. John Moses, in an interesting article entitled "The New Mandarins," sets out much of the normative order behind the various power plays.

It is axiomatic in the higher bureaucratic circles, that at the top level you catch and promote your own. This ensures that a philosophy of administration and policy making can be handed on, that power bases retain their stability, that a department maintains a coherent and defensible approach to its tasks no matter what ministers come and go with changes of government. It ensures that the tribal customs of the bureaucracy are preserved, its rituals properly observed, its collective wisdom passed on from generation to generation.

Whilst there is much sense in this practice to ensure stability in the country, there is also the sinister implication that one cannot really, as an individual, make great inroads into public service methods, materials and modus operandi. Indeed, one Federal parliamentarian, interested in this phenomenon, has a thesis that makes interesting reading:

" . . . the ambitious young public servant who wishes to reach the top must learn to exercise power, sometimes ruthlessly. To rise above their peers they need to be cool and self-effacing, have great stamina, a great capacity to work, and pay great attention to detail. Being a flamboyant extrovert is out."

I have often remarked that if I had ruthless power I would sack at least half the bureaucrats in Canberra and double the salary of the other half. Of course the country needs strong and devoted public servants, but the British cum Australian systems of having the same old bureaucrats washing around for a lifetime has considerable drawbacks. The American system of replacing top bureaucrats with characters sympathetic to incoming politicians has at least the merits of greater mobility. Arguments are advanced for and against both systems, of course. My problem with bureaucratic Australia was in its very nature, itself -- good bureaucrats tend to be cautious, to work behind the scenes, and to be horrified at the risks necessary in the ultimate world competitions, and too many bureaucrats have erased the word loyalty from their personal

thesauruses. The current solution of the Australian government in establishing a quango for controlling the spread of public monies to Australian sport is seen as a responsible approach, the model supported by all sides. Certainly the latest Sports Minister, Senator Richardson, has been successful in securing better financial support. He seems also to understand that coaching must be dramatically improved if we are to keep competitive, but I wonder if this method is the way to go. Too often monies are dispatched to people to retire on and too few attempts at sponsoring beginning talent are made because this enterprise is so risky at that level. Only when the doyens of government supported sport understand that sport is a risky phenomenon and needs the commitment of adventurous people, will our systems begin to produce the results so badly desired. In spite of the tremendous support given in recent times, the successful Australians still tend to be the individually supported, entrepreneurial radicals on the fringe of the sporting community. The comfort and ambience of the beautiful Canberra, with its armchairs and its coolness and self-effacing stamina, could do with a permanent and verdant dose of the extrovert, the flamboyant, the world gambler. If only he or she can survive long enough.

My old sparring partner Bill Mandie, in a final article after my resignation, rued my doctrine of "Personal Bests" so enthusiastically endorsed. He felt I'd been lured down a pathway of supporting "second, third, fourth and even worse raters." He felt I'd built my entrepreneurial house on the sands of delusions, admirable, but mistaken. Bill never understood my unbounded enthusiasm for promoting success. He, a philosopher, had trouble comprehending the step-by-step procedures advocated by the psychologist. But I would not want Bill, or any other serious critic, to be unaware of my thoughts and plans during the two years of my directorship. I wanted to lead, to model different directions to that of the prevailing model in Australian society - "Bugger you Jack: I'm all right!!!!"

At the time of writing the Australian Pilots Federation had walked out militantly, demanding huge pay rises, effectively closing down Australian skies and dislodging thousands of dependent workers in the travel and tourist industry. Their action was one of many at that time. Australians need to learn that success is wrought by team work, productive differencing and, finally, binding arbitration when logic has broken down. The pseudo socialist doctrines of protecting the "bludger" because he's a "mate" destroy the key ingredient of productivity at individual and group levels. Incentive, motive, need and curiosity are the best pathways to genuine, elite accomplishment. Power mongering, whether it be through the bureaucrat/politician, or the press, or the dollar, eventually fails because it has nowhere to go. The bad guys win for only a short period, then the wheel turns. My disagreements with Finance and Sport, Recreation and Tourism did not arise out of delusion, rather out of a strong desire to do it better and differently, to dare to have and relate to a vision.

It's a pity that the Daily Telegraph made such negative fare out of my determination to take the heat for enabling Pauline Brettell to accompany her husband to Seoul. Not only was it money well spent, I would, under identical circumstances, do it again. Accusation of overspending is a common ruse to move recalcitrant and difficult public servants into a vulnerable position. In our terms, Bill Mandie, if I was to create the "loose

man" and bewilder my opponents, someone on the team had to leave his man and take the initial risk. Recent events at the Institute of Sport will cause concerned and thinking Australians to ponder on just who, or whom, were the winners and losers in this episode.

In some ways I was raw, perhaps even naive, in trusting the people around me, but my resilience enabled many personal and Institute goals to be achieved. Rawness is always a blessing if directly connected with resilience.

The Institute of Sport (Australian Sports Commission) is the finest development yet in Australian sport. Debate on its effectiveness will continue, and should. I remain a firm believer and supporter of this growing school and will continue to help in any ways possible. It will not, however, be as effective as it should until it becomes the institute for the preparation of coaches and sports administrators as well as athletes. The flowers at one end of the garden are now growing wildly. If the floral display is to win the awards, however, it will need watering at both ends. Coaches and administrators need to be nurtured also.

Appendix A Resignation of Kelvin Giles Letter



Australian Institute of Sport

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Telephone: (062) 52 4211

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PRESS RELEASE - IMMEDIATE

Dateline: Canberra - 12 September

Kelvin Giles, the Head Track and Field Coach of the Australian Institute of Sport, will not be renewing his contract at the Institute after it expires at the end of February 1985.

Giles was the inaugural Track and Field Coach when the Institute commenced in January 1981. He has played an important role in establishing the direction and coaching procedures over the past 3½ years.

The Executive Director of the A.I.S. Dr John Cheffers said "The Institute is grateful for the considerable contribution Kelvin has made to the T. & F. program during his time here. He has coached some fine athletes and we wish him well for his future."

The appointment of a new Coach is expected shortly.

Further enquiries John Purnell) A.I.S. Media
Kate Smith) Relations 062 52 4211

Appendix B Draft AIS Strategic Plan

Appendix 2

STRATEGIC PLAN - AUSTRALIAN INSTITUTE OF SPORT - FEBRUARY 1986

This plan represents the thinking of the current staff the Institute of Sport and is essentially a DRAFT at this stage.

A. OUR TASK To assist Australians develop their sporting potential to the ultimate, particularly to competitive status with the highest levels of their chosen, available sport, nationally and internationally.

B. TO ACHIEVE THIS WE NEED:
To have the best available talent, the best coaching, adequate facilities, competitive opportunities, the finest services, management and financial support, scholarship opportunities, resources, information services, public understanding and residential provision to enable interested Australians to achieve the main goal.

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To have the best available talent, the best coaching, adequate facilities, competitive opportunities, the finest services, management and financial support, scholarship opportunities, resources, information services, public understanding and residential provision to enable interested Australians to achieve the main goal.

1. Talented Australians must be located and enabled to benefit from the AIS and its services.
2. All Australians must be involved along with the resources of the AIS.
3. Senior level coaches in residential and visiting sports must be hired and the support of the generic sports must be sought.
4. The facilities must be appropriate and managed efficiently both in Canberra and around Australia.
5. We must contribute freely to the development of international cooperation in sporting functions so that worthwhile ambitions are realisable.
6. We must enjoin the important body of sport scientist and sports medicine professionals who are servicing, researching and monitoring sports people in search of ultimate sport performance.
7. We must develop better international services with library file and resource opportunities for Australians ambitious to achieve the main goal.
8. Opportunities must be provided for those entering AIS on scholarship to develop vocational and life enriching skills and accreditation in preparation for post elite sports engagement.
9. Sufficient monies must be raised each year to achieve the main goal.
10. Accurate and fair information must be made freely available to the public through the various media films.
11. We must recruit and maintain personnel capable of managing and supporting the young sports people in their objectives and these managers must be sufficiently independent from outside intervention to get the job done.
12. Residential and general living conditions must be safe comfortable supporting and disciplined to enable scholarship holders to achieve their goals.
13. Training and competition conditions and opportunities must be adequate both locally and overseas.

1 AUSTRALIAN TALENTED MUST BE LOCATED AND ENABLED TO BENEFIT FROM THE AIS AND ITS SERVICES

IF THOUGHT

We are inextricably involved in the location of as well as the preparation of exceptional sports talent.

<u>Talent Identification</u>		<u>NEEDED</u>
• National Bodies	• Ranked populations WEAK	1. Only top rankings then select promising JUNIORS.
• Schools and competition	• Best sources but competitive amongst all sports	2. Better "infield" support.
• Coaching contacts, media and walkons	• Conversational, observational, results of enquiries	3. Set up network of teachers.
<u>Scholarship Provisions:</u>		4. Enlarge visiting scholarship scheme.
• Full and part residential	• Visiting, promotional	5. Participate in specialist promotions eg Junior Lend Lease.
<u>Special Promotions</u>		
• Bog and pony shows	• Lend Lease, Little League	
<u>Incentive schemes</u>	• Trips, country performances rewarded	
• Various clubs		

2 ALL AUSTRALIANS MUST BE INVOLVED ALONG WITH THE RESOURCES OF THE AIS

<u>Currently Permanent</u>	Canberra - 10 sports Brisbane - 2 sports Perth - 1 sport Adelaide - 1 sport	NEEDED 1. Increased decentralised activities. 2. Introduce Middle Ground Plan. 3. Develop satellite coaching scheme further eg, the Swimming example. 4. Develop a network of Friends of the Institute a) Talent identification b) Marketing c) General Public Relations 5. More inter-related collaborations like the AIS/Hawthorn/Victorian Government are needed.
<u>Semi-Permanent</u>	Useful collaboration with Homebush Bay, Templestowe/Bulleen (both Gymnastics), Hawthorn (Weightlifting), Wollongong (5 sports). Perth, Adelaide, Melbourne, Brisbane and Sydney. Gymnastics - Rhythmic (institutionalised) WALS, SASI, Victorian Sport Recreation and Tourism, Queensland City Council, State Government, Tasmanian Institute of Sport	
<u>Temporary</u>	Satellite coaches (dependent upon remaining active). Location and development of naturally developed colonies of interest - Swimming - Queensland, Chandler Hammer Throwing - Victoria, Yarra Park Distance Running - Canberra Pine Forests	

3 SENIOR LEVEL COACHES IN RESIDENTIAL AND VISITING SPORTS MUST BE HIRED AND THE SUPPORT OF THE GENERIC SPORTS MUST BE SOUGHT

COACHES

1. Senior level coaches are needed.
2. They develop often from the interest shown of coaches in junior or generic sports - school, Little Athletics, Kanga Cricket, etc.

NEEDED 1. To participate in and support the national sporting coaches academy mooted in the coming months for the Canberra area. 2. Continue to participate with the Australian Coaches Council in the various accreditation courses especially at the senior levels (Level 2 and Level 3). 3. To continue to give status to worthy coaches (satellite schemes). 4. Initiate new schemes to employ apprentice coaches and provide status for coaches eg, Coaches of the Year Award. 5. Urge appropriate institutions to appoint full time coaches. 6. Support "new games" approaches to generic sporting efforts. 7. Model the importance of good coaching through distinguished public relations and support monies. 8. Support artistic institutions and worthwhile schemes like Aussie Sports with the Australian Sports Commission.

4 THE FACILITIES MUST BE APPROPRIATE AND MANAGED EFFICIENTLY BOTH IN CANNERRA AND AROUND AUSTRALIA

Where facilities exist colonies muster and should be developed. At all times the use of existing facilities lightens the fiscal burden and frees up monies for human skill development

NEEDED Around Australia specialist facilities must be available for decentralised sports eg, hockey, diving, squash and must be utilised for new sports: <ul style="list-style-type: none"> • Cricket • Winter sports - Thredbo • Ice Skating - Brisbane • Ice Hockey - Sydney • Cycling - Adelaide • Equestrian - Victoria and Western Australia • Baseball - Perth • Canoeing - Queensland Facility needs in the future are <ul style="list-style-type: none"> • Indoor track • Rowing complex • Water Polo pool • 2 more residential buildings • setting up of fitness trials • adventure challenge courses etc.

5 WE MUST CONTRIBUTE FREELY TO THE DEVELOPMENT OF INTERNATIONAL COOPERATION IN SPORTING FUNCTIONS SO THAT WORTHWHILE AMBITIONS ARE REALISABLE

INTERNATIONAL COOPERATION

Close cooperation of existing bodies.

1. IOC and AOP
 - close cooperation
 - mutual hosting and support
 - provision of specialist help - coaches, sports scientists, etc
 - developmental projects such as Oceania Academy, international courses, etc.
2. Commonwealth Games Association
 - as above
3. World games
 - as above to this time involving the national sporting bodies primarily
4. Other institutions
 - universities, colleges, research groups, teaching institutions.

NEEDED a) Fulltime appointments b) Encourage interchange of coaches, scientists and administrators c) Encourage the sharing of resources and information Centre activity.

- 6 WE MUST ENJOIN THE IMPORTANT BODY OF
SPORT SCIENTIST and SPORTS MEDICINE
PROFESSIONALS WHO ARE SERVICING, RESEARCHING
AND MONITORING SPORTS PEOPLE IN SEARCH OF
ULTIMATE SPORT PERFORMANCE

KEY CONCEPT

Sports scientist equipment needs are vital, but original ideas and data accuracy in collection and interpretation are even more important.

NEEDED**Service**

- . Service, prescribe and supervise progress
- . Ensure recuperation and rejuvenation
- . Advise and set programs

Research

- . Ask questions eg, can we find an alternative to anabolic steroids
- . Read of the effort of others
- . Joint investigation activity
- . Refute shoddy and inaccurate advice, eg, steaks for breakfast before a competition.

Monitor

- . The international scene
- . Professional associations
- . Press and other sources of vodooism, etc
- . The commercial world for inaccuracies and false claims.

- 7 WE MUST DEVELOP BETTER INFORMATIONAL
SERVICES WITH LIBRARY, FILM AND RESOURCE
OPPORTUNITIES FOR AUSTRALIANS AMBITIOUS
TO ACHIEVE THE MAIN GOAL

Information service, library, film and services**Current services to :**

AIS coaches
Athletes
Staff
NTCP athletes and staff
National directors of coaching
Limited

Services include :

Collection
Inter-library loans
Documentary delivery
Literature services
References services
Audio-visual services
Transferrals current awareness
service
Information sharing and
retrieval

NEEDED

1. Escalation of extraordinary user services (current demands are great) more money needed and more staff
2. To become the centre of information and services throughout Australia
3. Greater expansion of current services to include more journals from overseas, tapes etc
4. Educational level etc, current schooling and work provisions
5. Discipline
6. Social engagements
7. Full residential life activities
8. Accreditation skill pursuits must be continued and similar institutions around Australia must be approached for ease of articulation.

- 8 OPPORTUNITIES MUST BE PROVIDED FOR THOSE ENTERING
AIS ON SCHOLARSHIP TO DEVELOP VOCATIONAL AND LIFE
ENRICHING SKILLS AND ACCREDITATION IN PREPARATION
FOR POST ELITE SPORTS ENGAGEMENT

CURRENT

- . School and employment (12 to 15 hours per week)
- . Weekend and other trips to provide breaks in training
- . Recreational areas in residence
- . Field trips
- . Entertainment promotions

NEEDED

1. We need to develop the atmosphere of the typical Union building at a university
2. We need to realise that entertainment and off duties activities will vary according to the age groups
3. We need to set up the coffee shop and other attractive areas on site
4. The eventual development of a shop, professional accommodation etc will develop a village life atmosphere of the Bruce complex
5. Vocational guidance officers will eventually be needed
6. Encouragement of art, sculpture pieces etc will need to be continued.

- 9 SUFFICIENT MONIES MUST BE RAISED EACH
YEAR TO ACHIEVE THE MAIN GOAL

CURRENT

Current government grant, cooperative sources, cash and inkind

Voluntary contributions

Recovery from public facility use

Corporate involvement

NEEDED

1. The growing history and profile of the Institute must result in the creation of trusts, scholarship funding etc.
2. Behests and wills must also be sought.
3. Greater corporate involvement

10 ACCURATE AND FAIR INFORMATION MUST BE
MADE FREELY AVAILABLE TO THE PUBLIC
THROUGH THE VARIOUS MEDIA FORMS

PUBLIC INFORMATION

- . public relations
- . student information
- . public relations in general
- . press releases
- . visitations, release of stories
- . videos, announcements, results and features

NEEDED

1. More indepth information and reporting on athletes and all AIS personnel
2. Profiles, hometown newspapers, progress of learning performance as well as achievements
3. "On site" press
4. Media truck contact, with public media and research media computations set up for communications with states, satellite coaches, major institutions and organizations of sport

11 WE MUST RECRUIT AND MAINTAIN PERSONNEL CAPABLE OF
MANAGING AND SUPPORTING THE YOUNG SPORTS PEOPLE IN
THEIR OBJECTIVES, AND THESE MANAGERS MUST BE SUFFICIENTLY
INDEPENDENT FROM OUTSIDE INTERVENTION TO GET THE JOB DONE

STAFF PERSONNEL MANAGEMENT AND SUPPORT

Currently there is an Executive, a Board of Management, managers of the respective areas including sports residence, sports science/medicine, buildings promotions

- specialists for needed programs
- coaches
- consultants

NEEDED

1. Full Staff Needs Plan is called for
2. We are currently understaffed in most areas

12 RESIDENTIAL AND GENERAL LIVING CONDITIONS MUST
BE SAFE, COMFORTABLE, SUPPORTIVE AND DISCIPLINED
TO ENABLE SCHOLARSHIP HOLDERS TO ACHIEVE THEIR
GOALS

CURRENT

- . The vocational and school programs are functioning
- . Disparate resident conditions are now consolidated
- . Resident Manager is on site and residence staff is operating
- . Ten tutors are in place
- . Assemblies, support services are in place
- . Regulations and working disciplines are operating
- . Food services are vastly improved

NEEDED

1. Flexible school support is needed
2. Consideration of destination and effect on AIS graduates has to be developed.

13 TRAINING AND COMPETITION CONDITIONS AND
 OPPORTUNITIES MUST BE ADEQUATE, BOTH
 LOCALLY AND OVERSEAS

TRAINING COMPETITIONS ETC

Currently there is the competition and training program with adequate funding for local and some overseas travel.

- NEEDED

 1. Funding for decentralisation within sports eg, Track and Field, Gymnastics, Weightlifting etc
 2. Funding for athletes to live overseas eg, equestrian, winter sports, etc
 3. Opportunities for national teams, national bodies to use the AIS as pre-test conditions for overseas teams.
 4. More first class athletes from overseas should be brought to Australia for competition



Raw & Resilient

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Brown & Benchmark
PUBLISHERS

ISBN 0-697-34647-1

