The overall purpose of the WSLA is to increase the confidence and competence of women working in sport in a range of leadership behaviours and form an international network of women leaders in sport.

By the end of WSLA 2016 you will have:
• Further developed confidence and competence in a range of leadership behaviours.
• Produced a Personal Development Plan with clear goals.
• Developed career strategies.
• Participated in regular networking.
• Improved intercultural understanding.
• Greater self-awareness.
• Better knowledge and understanding of the global women and sport movement.
• Access to international mentoring networks and have extended your own network.

Who is the WSLA aimed at?
We are seeking applications from women who:
• Are currently in middle management or recently appointed senior managers or Board members of sport/sport-for-development organisations.
• Have key areas of responsibility such as heading up a specific department/area/project for their organisation or have current responsibility for influencing people and/or managing staff.
• Are identified as future leaders by their organisations.
• Are committed to making a difference and enhancing opportunities for women and girls in and through sport.
• Have good written and spoken English. (Please note that no translation service will be provided).
• Demonstrate a commitment to continuous professional development.

WSLA 2016
We are delighted to announce that the third Women’s Sport Leadership Academy (WSLA) will take place from 19-24 June 2016 at the University of Chichester, Bognor Regis Campus, PO21 1HR, UK.

WSLA 2016 aims to bring together forty outstanding women leaders, half from the UK and half from around the world, providing a unique learning environment that will support the women to develop further their leadership competencies.

The Anita White Foundation (AWF) and Females Achieving Brilliance (FAB) are UK-based organisations committed to supporting women’s leadership in sport globally.

Both organisations have a particular focus on helping women who work in senior positions in sport/sport-for-development organisations to become great leaders.

Purpose and outcomes
Content of the week

The content of the residential week will focus on various leadership behaviours or competencies that research shows to be critical to be a great leader.

Providing direction
Providing future direction for an organisation using resources efficiently and effectively to achieve the goals of the organisation.

Creativity and innovation
Enabling creativity to flourish in people in how they analyse problems and identify opportunities for innovative solutions.

Performance management
Ensuring there is a culture of continuous personal improvement which supports people to maximise their potential while achieving goals and targets that meet the needs of the business.

Self-management
Planning and taking responsibility for your own success; managing your own emotions in challenging circumstances.

Communication, team and partnership working
Ensuring that messages are understood by any audience; working effectively with internal and external people to ensure that the needs of the business are met.

Principles behind the WSLA

We know that investing in people is of the utmost importance and that time and money spent in learning and development has to pay off. We fully recognise that changes in behaviour have to be embedded and sustained over time and ensuring that people take responsibility for their own self-sustained learning is at the heart of everything we do.

The following principles will guide all the week’s activities:

• The programme will be facilitative rather than prescriptive allowing the women to focus on self-sustained learning.
• Participants will be supported to take ownership of, and responsibility for, their own learning.
• We will create a safe working environment and nurture a sense of collegiality and trust among the women.
• We will develop a set of shared values to encourage reciprocity, mutuality and respect for differences and diversity.
• We believe that a flexible approach to meet the diverse needs of specific groups, individuals, and cultures is essential.
• We draw on a variety of theories, ideas, opinions, and approaches in order to develop learning that ‘sticks’ and are innovative and creative in our approach.
• The activities will be learner-centred and highly participative using discussion, small/syndicate groups, role plays and scenarios/case studies.
• Evaluation of WSLA will take place throughout the week and will continue post-event, when the participants have returned to their work place.
Programme elements

The week-long programme consists of a number of elements all of which are essential for the critical learning and development that will take place during the WSLA.

**Workshops**
- Workshops are an integral part of the learning process and will be designed to meet the needs of the learners. They will have clear learning outcomes and be tailored to maximise learning; they will be challenging, constructive and highly interactive.

**Personal Development Plans**
- Each woman will produce a Personal Development Plans setting her goals on leadership behaviours, career strategies, future opportunities and to consolidate learning.

**Home teams**
- These team consists of small groups of participants who meet regularly throughout the residential week. Their aim is to help participants reflect on learning, raise issues and concerns, discuss hot topics, provide support and encouragement and play a key role in the evaluation of the week.

**Networking support groups**
- This element focuses on peer support and providing opportunities for the women to define, frame and communicate their key challenges and receive support from their colleagues. The sessions allow the women to have time to reflect on their experiences and to explore ways of doing things differently.

**Physical activities**
- A range of physical activities will be designed to indulge our love of sport, to live our principle of an active lifestyle, to provide a physical challenge, to promote team-building, and have fun!

**Guest speakers**
- Guest speakers will be at the WSLA to inspire the women and share their experiences. They will identify what leadership means to them, what motivates and challenges them and will provide top tips for the women on the WSLA.
Facilitators

The main facilitators at WSLA 2016 will be:

**Dr Anita White OBE**
Anita has wide-ranging experience of sport: as an international player and coach; of working in the public sector in higher education and sports administration; researching, writing and speaking on sport; and as an advocate for equality in sport in national and international circles. She is an acknowledged leader in the international Women and Sport movement. A founder member and former Chair of the Women’s Sports Foundation (UK), she was responsible in her Sport Council role for the staging of the first international conference on Women and Sport in 1994. This resulted in the Brighton Declaration on Women and Sport that now has world wide currency. She co-chaired the International Working Group on Women and Sport from 1994 to 1998 and continues to advise many countries and organisations on women’s sports development. She was awarded an OBE in 2005 for services to women and sport. Since 2000, Anita has worked as an independent consultant in the field of national and international sport policy and sports development and is currently Vice-Chair of the charity ‘International Inspiration’.

**Pauline Harrison**
Co-founder of FAB, Pauline is a coach and consultant specialising in executive coaching, strategy development, leadership development and workforce training including reviews of governance and modernisation. She has recently worked with Leeds Metropolitan University and Morrisons supermarket to embed coaching skills in the day-to-day practices of managers in support of the company vision to create an organisation that embodies a coaching culture. She has over 20 years’ experience working in NGOs including Chief Executive at England Netball and holds a number of non-executive positions on boards. Pauline has played a significant role in championing change for women domestically and internationally, advocating for and leading programmes aiming to improve opportunities for women especially in the leadership domain. Pauline has supported Sport Wales to deliver their Women in Leadership programme and sportscotland to deliver their leadership training for national governing bodies of sport’s CEOs, Chairs and Future Leaders; she holds the IOD Company Director Diploma and is an NLP Practitioner.

**Lombe Mwambwa**
Lombe has been involved with sport for development since 2004, serving as the General Secretary for the National Organisation for Women in Sport, Physical Activity and Recreation (NOWSPAR) and as the Board Chair of the Sport for Social Change Network in Southern Africa. She has a keen interest in research, policy reforms, media monitoring and advocacy programmes in sport. She holds a Bachelor of Arts degree in Development Studies and Public Administration from the University of Zambia and a Master of Women’s Law from the University of Zimbabwe. Her key research interests are in harassment and abuse of women in sport, women’s right to sport and media coverage. She is an Anita White Foundation Scholar and VitalVoices Lead Fellow.

**Barbara Daniels**
Barbara’s sporting background is in cricket, having represented England from 1993 to 2000. She was part of a World Cup winning team in 1993 and was Vice Captain from 1995. In 1996 she became Executive Director of the Women’s Cricket Association and led the merger that enabled women’s cricket to become part of the England and Wales Cricket Board (ECB). She was the only female senior executive at the ECB from 1998 to 2000. Subsequently she moved into coaching. She was one of the first women to gain the ECB Level 4 coaching qualification and was Head Coach of the England Women’s Academy for three years. She is an independent coach education consultant and has been at the forefront of developing coach education programmes for cricket and other sports through the changes demanded by the UK Coaching Certificate. Barbara was a key mentor for the ECB Regional Training Managers and helped them to develop their tutoring skills and their strategic approach to supporting coaches in their regions. This has also led her to become involved on international programmes and she has been working with the ICECP (International Coaches Enrichment Certificate Program) for the last seven years, mentoring coaches from all over the world, with a particular focus on supporting female coaches. She is currently studying for an MPH at Kings College London at the University of Gloucestershire and her research is on coach learning and reflective practice.

**Lucy Faulkner**
Lucy Faulkner has over 20 years’ experience working with and for national governing bodies of sport and organisations in the public sector. This includes ten years with the English Football Association as Equality Manager. Lucy’s specialisms include executive coaching, design and delivery of quality-assured learning opportunities and authoring of learning resources as well as her inspirational work with national governing bodies of sport with regards to equality and diversity. She is Chair of Kick it Out’s (KIO) Professional Game Guidance Group (KIO is English football’s equality and inclusion campaign). She is currently supporting Sport Wales to deliver their Women in Leadership programme and sportscotland to deliver their leadership training for national governing bodies of sport’s CEOs, Chairs and Future Leaders; she has a Diploma in Coaching and Mentoring, is an NLP Practitioner, a Time to Think Coach and is a European Mentoring and Coaching Council (EMCC) member.

**Dr Elizabeth Pike**
Elizabeth is the Head of Sport Development and Management, and a Reader in the Sociology of Sport and Exercise, at the University of Chichester. She is also the Chair of the AWF at the University of Chichester. In addition to her roles at Chichester, Elizabeth is currently a member of the Executive Board of the International Sociology of Sport Association, and serves as the President of this Association and the Sociology of Sport Research Committee of the International Sociological Association. She works as a reviewer for several academic sports journals and publishers, and is on the Editorial Boards of the International Review for the Sociology of Sport and the Leisure Studies. Elizabeth has delivered presentations in universities and conferences throughout Africa, the Americas, Asia, Australasia, and Europe critically evaluating gender, ageing, risk, injury and wellbeing in sports. She has a PhD in the sociology of sport.

**Other facilitators**
We will be joined by a number of other facilitators as well as a small number of previous WSLA graduates who will help support the activities.
University of Chichester, Bognor Regis Campus

Situated just five minutes from the sea the Bognor Regis campus boasts beautiful Georgian architecture including three grand mansion houses, St Michael’s, the Dome and Mordington House.

The campus underwent extensive redevelopment during 2010-11. £8m was invested to transform the Dome into a vibrant business and research centre, and to create a state-of-the-art Learning Resource Centre. We will be using the business centre for the WSLA.

It is fully accessible to disabled people and we will cater for a range of dietary requirements. When you are allocated a place on the WSLA we will then ask you about any other specific requirements that you may have e.g. halal or kosher food.

The campus is set in a leafy environment and has excellent modern facilities with well-equipped teaching and study rooms. All the accommodation is located on campus and comprises halls of residence. All participants will be in single rooms with en suite facilities and with a shared kitchen area. Free Wi-Fi is available in the residential blocks and in the Business Centre.

The main attraction of this popular seaside resort, is its long stretch of coastline, with a mixture of sandy and pebble beaches. Here you can take long walks or enjoy sailing, windsurfing, jet skiing and many other water sport activities. The famous Butlins Bognor Regis resort lies at the eastern end of the promenade and is the largest holiday centre in the South of England.

The town centre is just a short, easy walk from the campus. Here delegates can find a range of shopping facilities, numerous traditional pubs and places of worship belonging to different faiths and denominations.

FAB – Females Achieving Brilliance

Started in 2009 by women who have held senior positions in national governing bodies of sport and have worked in the business of sport and recreation for many years, FAB’s vision is to inspire and empower women to be great leaders. FAB’s ambition is to use its unique insights, experiences and networks to provide tailored professional and personal development opportunities that support women in sport to progress on their leadership pathways.

www.femalesachievingbrilliance.org.uk

Anita White Foundation

The Anita White Foundation, which is based at the University of Chichester, aims to provide a central point of reference for scholars and activists in the world-wide women and sport movement. It has two components:

• An archive of original materials related to the women and sport movement; and
• A fund to support the education and development of women leaders from countries where women face particular challenges.

www.chi.ac.uk/awf
Application process

Interested women are asked to submit a completed application form and a current curriculum vitae/résumé by 30th November 2015. An electronic version of the application form is available at www.chi.ac.uk/wsla. Successful delegates will be notified during December 2015.

Costs and funding
The registration fee includes all relevant facilities and services during the WSLA 2016 residential week (9:00 on Sunday 19th June to 13:30 on Friday 24th June)

• Accommodation in halls of residence at the Bognor Regis Campus. See Note 1 below.
• Meals in the restaurant located on the Bognor Regis Campus.
• All tuition and WSLA materials.
• All programme components.
• Free internet access – a dedicated IT room with desktop computers is available and there is Wi-Fi in both the Business Centre and the accommodation block.
• Access to the use of the University of Chichester’s learning resources.
• Access to the AWF International Women and Sport Movement Archive (see www.chi.ac.uk/awf).

Note 1 – Because WSLA 2016 begins at 9:00 on Monday 20th June, accommodation for Sunday 19th June is included in the pricing categories below. However, we cannot provide meals on the Sunday so you will have to make other arrangements.

Please also note that additional accommodation can be purchased to cover any requirements before WSLA 2016 but due to a major local event occurring from 25th June, we cannot guarantee accommodation from Friday 24th June onward.

The cost of the week-long WSLA varies according to where your organisation is based. We use the World Bank Table of Economies for Categories for this and full details of the countries in each band can be found in Appendix One.

The fee will also provide access for European participants to attend two follow-up seminars in the UK covering the seminar fee and all refreshments. Individual participants would need to cover any costs of travel and accommodation associated with these. We are exploring whether Webinar access could be available for other WSLA participants.

Cost of registration:
• Band A: GBP £1800
• Band B: GBP £950
• Band C: GBP £700

Travel costs:
Please note that participants are responsible for paying their own travel costs to and from the venue.

A significant proportion of WSLA 2015 graduates sourced funding from their organisation through educational, leadership, and travel grant expenditure. Others approached their national or continental sport governing body, Olympic and Paralympic Committees, corporate sponsors already associated with their organisation, or funded their own attendance and travel costs. We recommend exploring all of these scenarios, as well as other grant-giving organisations based within or outside of sport. We are actively seeking sponsors, and we may be able to offer some scholarships, however this is not guaranteed.

We will arrange invoices and details of how to pay in GBP (£) Sterling when places are allocated and full payment will be due by the end of March 2016. Our cancellation policy will be notified in the acceptance letter.
## Appendix One: The World Bank
### Table of Economies by Category

### Category A
- Andorra
- Aruba
- Australia
- Austria
- Bahamas
- Bahrain
- Barbados
- Belgium
- Bermuda
- Brunei
- Canada
- Cayman Is.
- Channel Is.
- Chile
- Croatia
- Cyprus
- Czech Rep.
- Curacao
- Denmark
- Estonia
- Equatorial Guinea
- Faeroe Is.
- Finland
- France
- French Polynesia
- Germany
- Greece
- Greenland
- Guam
- Hong Kong, China
- Hungary
- Iceland
- Ireland
- Isle of Man
- Israel
- Italy
- Japan
- Korea, Rep.
- Kuwait
- Latvia
- Liechtenstein
- Lithuania
- Luxembourg
- Macao, China
- Malta
- Monaco
- Netherlands
- New Caledonia
- New Zealand
- Mariana Is.
- Norway
- Oman
- Poland
- Portugal
- Puerto Rico
- Qatar
- Russian Fed.
- Saudi Arabia
- San Marino
- Seychelles
- Singapore
- Slovak Rep.
- Slovenia
- Spain
- St. Kitts-Nevis
- Sweden
- Switzerland
- Taiwan
- Trinidad & Tobago
- United Arab Emirates
- United Kingdom
- United States
- Uruguay
- Venezuela, RB
- Virgin Islands

### Category B
- Albania
- Algeria
- American Samoa
- Angola
- Antigua & Barbuda
- Argentina
- Azerbaijan
- Belarus
- Belize
- Bhutan
- Bosnia-Herzegovina
- Botswana
- Brazil
- Bulgaria
- China
- Colombia
- Costa Rica
- Cuba
- Dominica
- Dominican Rep.
- Ecuador
- Gabon
- Grenada
- Iran
- Iraq
- Jamaica
- Jordan
- Kazakhstan
- Kyrgyzstan
- Lebanon
- Libya
- Macedonia
- Malaysia
- Maldives
- Marshall Is.
- Mauritius
- Mexico
- Mongolia
- Montenegro
- Namibia
- Palau
- Panama
- Paraguay
- Peru
- Romania
- Serbia
- South Africa
- St. Lucia
- St. Vincent
- Suriname
- Thailand
- Tonga
- Tunisia
- Turkmenistan
- Turkey
- Uganda
- Ukraine
- Uzbekistan
- Vanuatu
- Vietnam
- West Bank & Gaza
- Yemen, Rep.
- Zambia
- Zimbabwe

### Category C
- Afghanistan
- Armenia
- Bangladesh
- Benin
- Bolivia
- Burkina Faso
- Burundi
- Cambodia
- Cameroon
- Cape Verde
- Central African R.
- Chad
- Congo, Rep.
- Côte d’Ivoire
- Djibouti
- Egypt
- El Salvador
- Eritrea
- Ethiopia
- Fiji
- Gambia
- Georgia
- Ghana
- Guatemala
- Guinea
- Guinea Bissau
- Guyana
- Haiti
- Honduras
- India
- Indonesia
- Kenya
- Kiribati
- Lao PDR
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Micronesia
- Moldova
- Morocco
- Mozambique
- Myanmar
- Nepal
- Nicaragua
- Niger
- Nigeria
- Pakistan
- Papua New Guinea
- Philippines
- Rwanda
- S.Tomé-Principe
- Samoa
- Senegal
- Sierra Leone
- Solomon Is.
- Somalia
- South Sudan
- Sri Lanka
- Sudan
- Swaziland
- Syria
- Tajikistan
- Tanzania
- Timor-Leste
- Togo
- Uganda
- Ukraine
- Uzbekistan
- Vanuatu
- Vietnam
- West Bank & Gaza
- Yemen, Rep.
- Zambia
- Zimbabwe

### Category D
- Afghanistan
- Armenia
- Bangladesh
- Benin
- Bolivia
- Burkina Faso
- Burundi
- Cambodia
- Cameroon
- Cape Verde
- Central African R.
- Chad
- Congo, Rep.
- Côte d’Ivoire
- Djibouti
- Egypt
- El Salvador
- Eritrea
- Ethiopia
- Fiji
- Gambia
- Georgia
- Ghana
- Guatemala
- Guinea
- Guinea Bissau
- Guyana
- Haiti
- Honduras
- India
- Indonesia
- Kenya
- Kiribati
- Lao PDR
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Micronesia
- Moldova
- Morocco
- Mozambique
- Myanmar
- Nepal
- Nicaragua
- Niger
- Nigeria
- Pakistan
- Papua New Guinea
- Philippines
- Rwanda
- S.Tomé-Principe
- Samoa
- Senegal
- Sierra Leone
- Solomon Is.
- Somalia
- South Sudan
- Sri Lanka
- Sudan
- Swaziland
- Syria
- Tajikistan
- Tanzania
- Timor-Leste
- Togo
- Uganda
- Ukraine
- Uzbekistan
- Vanuatu
- Vietnam
- West Bank & Gaza
- Yemen, Rep.
- Zambia
- Zimbabwe
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