

2022 - 2025

Strategic Plan



Introduction

UniSport Australia's Strategic Plan 2022-25 involves some significant shifts, including our ambition to be an integral partner to Australian universities and to deliver an outstanding student experience. The new four year strategic plan outlines how UniSport intends to achieve this success by undertaking credible research projects and partnerships to help better articulate the value of sport; deliver outstanding sport programs locally and internationally; assist in the health and wellbeing of students by sport participation; and continue to focus on delivering value to all university members, all underpinned by the principles of inclusivity and diversity.

As the peak body for sport in the Australian tertiary education sector, UniSport's mission is to partner with universities to deliver overall student success, using sport in its broadest context. With 42 university member institutions across Australia, UniSport seeks to increase the understanding of the value of sport, not just for the universities, but for the broader community for whom each successful graduate will play an important part.

A vibrant and connected campus life is a critical element for a positive student experience at Australian universities. Evidence suggests that university sport plays a key role in driving student outcomes and the more connected a student feels to its university, the more successful they will be. To build on that evidence, we will be initiating further research analysing the value of participation and engagement in sport on students' health and wellbeing.

The next four years of UniSport will have a focus on student satisfaction and a conscious effort to integrate the student perspective in all activities. Developing student representation in decision making and governance will be a key aim of UniSport so that meaningful engagement with students is achieved. The benefits of participating in university sport extends beyond elite or representative level athletes. The connections and confidence that develop by joining even the most light-hearted social game or attending the campus gym can be directly linked to better student engagement and success.

2020 and 2021 have been extremely challenging years for everyone, particularly the university sector which has felt the impacts of COVID-19 in a variety of ways. However, sport will play a pivotal role in encouraging students to engage back on campus and in their communities. UniSport is delighted to work with its members to provide university students with an unrivalled opportunity in which to pursue sport related interests at all levels. In so doing, students will develop many lifelong skills including the qualities of respect, resilience, teamwork, leadership and a strong sense of social citizenship.

UniSport looks forward over the next four years in working with all university members towards amplifying the appreciation and understanding of the value that university-based sport and physical activity can have for their institutions and most importantly, their students and staff.



Chris Massey
Board Chair



Mark Sinderberry
Chief Executive Officer

Vision

Active Students; Lifelong Success.

Mission

In partnership with universities we are driving student success by demonstrating the value of sport through evidence-based advocacy and providing participation and competition programs locally nationally and internationally.

Principles

- Integrate and ensure the student perspective is considered in all programs.
- Inclusion and diversity strategies and processes underpin all that we do across our administration, events and programs.
- Annually review the Strategic Plan.

Pillars

1 ADVOCACY AND PARTNERSHIPS

2 UNIVERSITY MEMBERS

3 COMPETITION FRAMEWORK

4 HEALTH AND WELLBEING

5 BUSINESS OPERATIONS



Strategic Pillar

1 ADVOCACY AND PARTNERSHIPS

The value of University Sport is understood, respected and valued within the tertiary education sector and broader sport industry across Australia

University and Partner Focus

| Strategies | Overall Success | Short Term Success |
|---|---|---|
| Be recognised as the peak body for sport in the tertiary sector by further developing our relationship with Universities Australia (UA), Sport Australia (Sport AUS) and National Sporting Organisations (NSO) | Recognised and funded appropriately as an NSO by Sport AUS | Engage key Sport AUS, NSO and UA personnel and provide ongoing information re the value of UniSport |
| Provide members with the resources to advocate for and promote the value of sport | Increase in real terms, in investment, by the university in sport on campus | Identify creditable industry ambassadors and develop relationships Establish an advocacy toolkit Benchmark industry investment totals |
| Advocate for the inclusion of university sport related metrics into national surveys such as the Quality Indicators for Learning and Teaching (QILT) Student Experience Survey (SES) to strengthen the value of sport at university | National surveys such as SES has implemented metrics regarding university sport | Develop a support group to influence appropriate groups to establish student surveys that include sport |
| Partner with universities and develop and implement research programs to illustrate the value of sport in tertiary education | Deliver credible research findings | Obtain funding/partnerships and initiate research |





Strategic Pillar

2 UNIVERSITY MEMBERS

Build the value of being a member of UniSport

Member Focus

| Strategies | Overall Success | Short Term Success |
|---|--|--|
| Develop and evolve the structure and servicing of UniSport members | <p>Exceed a member and student satisfaction level of 85% annually</p> <p>Student representation on governance and decision-making groups</p> <p>Be a leader in the tertiary sector on authentic engagement with students</p> | CRM system fully operational |
| Develop the capacity of industry staff | | <p>Develop a relevant training program (based on what universities can't provide)</p> <p>Develop and implement a directory of best practice with members and facilitate the sharing of information</p> |
| Develop student capacity to have meaningful authentic engagement | | Develop, implement and support a student engagement strategy and investigate partnerships with Student Voice Australia |
| Provide resources and tools to assist members to manage and deliver intra/inter varsity sport | | Develop education and training opportunities and resources for governance, coaching, officiating, social sport and club management |
| Facilitate opportunities for members at all levels including regional, national and international | | Deliver an annual conference and international development opportunities |
| Develop a member and student recognition program | | Scope a system and/or framework that assists in recognising member sport programs and student achievements |



Strategic Pillar

3 COMPETITION FRAMEWORK

Provide a framework for universities to compete through a range of opportunities locally, nationally and internationally

Student Athlete Focus

| Strategies | Overall Success | Short Term Success |
|--|--|--|
| Establish a sustainable program of university leagues | Develop and implement five University leagues 20 Universities in UBL by 2025 | 12 universities in UBL Fully funded model (including UniSport cost) for all university leagues |
| Grow UniRoos and other competitive international opportunities for members | Annual participation at both FISU events A regular program of Asia/Pacific regional events (inbound and outbound) for members International strategy delivered | Develop an international strategy Support UniRoos and promote the value in representation at the international level Identify and invite international teams to tour Australia and identify opportunities for members for outbound tours |
| Summer University Games – 2031 bid | Bid successful and 2031 event attributed to Brisbane | Establish feasibility study which includes test/lead up events such as the 2026 (or 2028) FISU Forum |
| Deliver competition opportunities at the regional and national level | Increase National Championships (multisport or stand alone) from 37 to 45 sports (such as the inclusion of non traditional sports, esports and mind games) | Deliver an annual UniSport Nationals program Develop esports strategy Development of regional competitions to maximise participation opportunities for students |

Strategic Pillar

4 HEALTH AND WELLBEING

Align the value of participation in sport with the health and wellbeing of students



Student / University Focus

| Strategies | Overall Success | Short Term Success |
|--|---|---|
| <p>Provide resources and research to support members in the area of health and wellbeing</p> <p>Support and expand upon the Healthy Campus concept</p> | <p>University Sport is recognised and utilised as a major contributor to positive student wellbeing and success</p> | <p>Research and develop an understanding of UniSport's role in the area of student health and wellbeing</p> <p>Develop and implement a holistic communication/PR strategy to promote the impact of sport on student wellbeing and success</p> <p>Support and/or undertake research to link participation in sport with student wellbeing in the tertiary sector</p> <p>Support and share best practice and initiatives across the sector, where sport contributes to positive student wellbeing</p> |

Strategic Pillar

5 BUSINESS OPERATIONS

Operate efficiently, responsibly and sustainably



UniSport Focus

| Strategies | Overall Success | Short Term Success |
|---|--|--|
| Ensure appropriate governance, policy and decision making at all levels of UniSport to support and drive strategy, opportunity and organisational transformation | Strategic plan objectives reached All Sport AUS governing principles achieved | Annual Governance review Strategic plan finalised and monitored UniSport Board is appropriately engaged and informed, with an active and skill based committee structure in place Communication to members, stakeholders, students is informative, relevant and timely |
| Ensure long-term financial sustainability | Build net assets to \$1.5M | Achieve budgeted outcomes Responsible cash and investment management to agreed benchmark outcomes Secure new commercial funding opportunities including sponsorship and partnerships Identify alternate revenue opportunity models to lessen the dependence on event based income |
| Provide an environment for staff development within a values based leadership framework | Exceed a staff satisfaction level of 85% annually | Staff satisfaction survey implemented Staff retention rates and exit interviews actioned Yearly training and personalised staff development programs |
| Build long term partnerships and strategic alliances to strengthen our reputation as key event delivery agent / partner and support lead generation for major mass participation event bids | Secure delivery rights for two additional multisport events | Develop a database of Australian multisport events Implement awareness program of event delivery capability to rights holders and state tourism bodies Maintain strong relationship with Confederation of Australian Sport (CAS) |



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