



STRATEGIC PLAN 2025 - 2028

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Acknowledgement of Country

UniSport Australia (UniSport) acknowledges the Traditional Custodians of the lands on which head office is located, the lands of the Turrbal and Jagera people, and those with connections to the lands of Meanjin (Brisbane). UniSport also recognises and acknowledges the Traditional Custodians of the lands on which all its other offices are located.

UniSport further extends this acknowledgement to all the Traditional Custodians of the lands throughout Australia and would like to pay its respects to all Elders past, present and emerging.

UniSport recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.





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Introduction

It is with great pride that we present the UniSport Australia Strategic Plan for 2025–2028 — a roadmap shaped by collaboration, reflection, and a deep commitment to strengthening the role of sport within Australia’s university sector.

Our vision — to build vibrant, sustainable, and healthy communities — is the foundation of this plan. It reflects not just what we aspire to achieve, but why we exist. At the heart of this work lies our mission: to deliver exceptional sports, health, and wellbeing experiences to our universities, communities, and partners.

We’ve developed this plan in close consultation with our members, student-athletes, staff, and strategic stakeholders. Rising costs, Student Services Amenities Fee uncertainty, and growing concerns around student and staff wellbeing were all central themes. So too was a collective ambition to revitalise the student experience — through expanded UniSport Leagues, more divisional competitions, increased representation opportunities, and continued support for dual-career athletes.

Our principles guide our approach: integrating the student perspective into every program and ensuring that inclusion and diversity strategies underpin all that we do — across administration, events, and programs.

Members clearly expressed their desire for UniSport to lead boldly: to be a strong advocate for sport and wellbeing, foster deeper relationships with National Sporting Organisations (NSOs), and continually improve operating procedures to support a more unified and effective sector.



A defining opportunity ahead is the Adecco/ADF project, which will see almost \$2M annually invested into universities to deliver the program and create a surplus to enable strategic investments to strengthen our impact and bring our vision to life.

This Strategic Plan is built around five key pillars: Healthy Communities, Members, Student Pathways & Opportunities, Strategic Partnerships, and Governance. It lays out a path for UniSport to support thriving campus communities, develop leaders, and ensure every student has the chance to benefit from the transformative power of sport.

To our members and partners — thank you. Your insight and support have been instrumental in shaping this direction. We look forward to working together as we build the next chapter of UniSport — vibrant, inclusive, and future-focused.

Chair/CEO UniSport Australia



Lisa Gowthorp
Board Chair



Mark Sinderberry
Chief Executive Officer

Vision

To build vibrant, sustainable and healthy communities.

Mission

UniSport will deliver exceptional sports, health, and wellbeing experiences to our universities, communities, and partners.

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

Values

- Collaborative
- Respectful
- Committed
- Authentic
- Innovative

Strategic Pillars

1

Healthy Communities



Promote the value of sport , physical activity and wellness to the higher education sector

2

Members



Co-operating with Members, and relevant groups, organisations, and agencies to assist Members to promote and support sport, fitness and related activities.

3

Pathways, Leagues & International Opportunities



Provide a framework for the higher education sector to compete through a range of opportunities locally, nationally and internationally.

4

Strategic Partnerships



Identify and invest in strategic partnerships that commercially underpin UniSport's mission to deliver exceptional sports, health, and wellbeing experiences to our universities, communities, and partners.

5

Governance & Business Operations



Operate efficiently, responsibly and sustainably

6

People & Culture



Create an environment that facilitates personal growth and the delivery of the UniSport mission

Healthy Communities

Strategic Pillar 1

1

Promote the value of sport , physical activity and wellness to the higher education sector.



| Higher Education & Partner Focus  | Overall success  |
|---|---|
| Deliver quality ongoing research programs to support the value of physical activity, sport and wellness in delivering university outcomes | Collaborate with members to complete a nationwide research project to underpin the value of sport |
| Deliver a communication and marketing strategy that supports and promotes the Healthy Campus | Develop and implement an annual communication plan supporting healthy campuses |
| 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, physical activity and wellness at university | The student experience across the whole university experience is measured in two of the QILT survey questions |
| Monitor and positively contribute to the debate on current issues that directly impact the sector | UniSport is sought as a valued contributor to relevant industry issues |
| Promote and engage members to enrol in the FISU Healthy Campus program | 75% of members achieve gold status |

Strategic Pillar 2

Members

Co-operating with Members, and relevant groups, organisations, and agencies to assist Members to promote and support sport, fitness and related activities.

2

| Member Focus  | Overall success  |
|--|--|
| Develop and evolve the structure and servicing of UniSport members | <p>Exceed a member satisfaction level of 80% annually</p> <p>Student representation on governance and decision-making groups</p> <p>Identify, evaluate and action further opportunities to support members</p> |
| Support Members' delivery against equity and inclusion objectives | 75% Members have implemented a sport specific inclusion program |
| Develop the capability of member staff/volunteers | Annual program of relevant training |
| Offer free or low-cost opportunities for all students (including international) to represent their university, at a local/regional level across a range of sports. | Regional program of affordable activities across the sector that enhances existing programs |

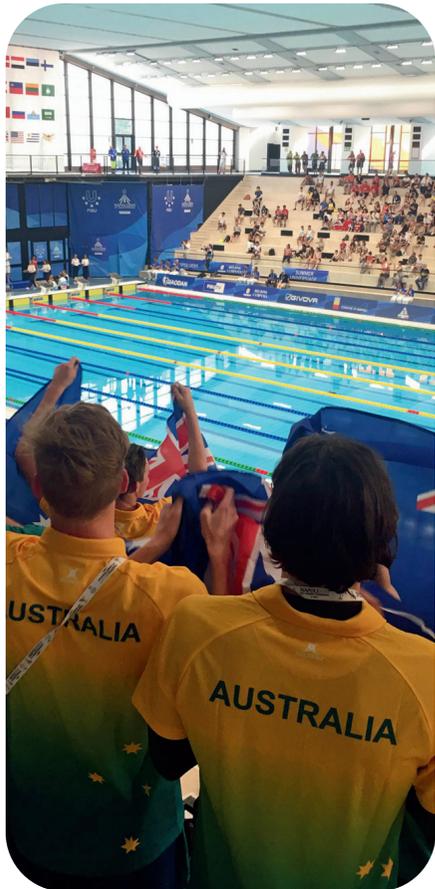


Pathways, Leagues & International Opportunities

Strategic Pillar 3

3

Provide a framework for the higher education sector to compete through a range of opportunities locally, nationally and internationally.



| Student Focus  | Overall success  |
|--|---|
| Identify, evaluate and action gaps and opportunities for university sports through the Australian sport ecosystem. | Implemented agreed partnership with NSO following consultation between ASC and UniSport members, including NSO support for athletes |
| Develop and implement University leagues that underpin national leagues | Collaborate with committed NSOs to delivery three new leagues |
| Grow UniRoos brand and value in line with international strategy | Financially partner with members to increase annual participation and affordability at International events |
| | NSOs supporting UniSport international programs |
| | A regular program of Asia/Pacific regional events (inbound and outbound) for members |
| Deliver competition opportunities at the national level, improved affordability and equity for a diverse range of competitors. | Provide both coach & management opportunities for Members and NSOs |
| | Build on UniSport's annual calendar of events to over 10,000 registrations, providing opportunities for all students Achieve 80% annually participant satisfaction from all events, through increased participant experience |

Strategic Pillar 4

Strategic Partnerships

Identify and invest in strategic partnerships that commercially underpin UniSport's mission to deliver exceptional sports, health, and wellbeing experiences to our universities, communities, and partners.



| UniSport Focus  | Overall success  |
|---|---|
| Produce quality and sustainable outcomes for Adecco and ADF over and above expectation | Successfully deliver the ADF Testing and Training program on behalf of Adecco, leading to an extension and potential expansion of the partnership |
| Deliver the biannual Australian Masters Games on behalf of the Confederation of Australian Sport | Consistently meet contracted objectives |
| Identify, evaluate and action further opportunities to develop Strategic Partnerships | Secure two additional partnerships that enable the delivery of UniSport's mission |



5

Operate efficiently, responsibly and sustainably.



| UniSport Focus  | Overall success  |
|--|--|
| Ensure appropriate governance, policy and decision making at all levels of UniSport to support and drive strategy, opportunity and organisational transformation, embracing innovation and always striving for best practice | Strategic plan objectives reached or surpassed 100% of Sport AUS governing principles achieved |
| Together with CAS build the strategy and capability of the World Masters Games team to deliver a world class event in 2029 | Build an appropriate Board and Structure ready to deliver the event in 2029 |
| Ensure long-term financial sustainability through responsible financial management and appropriate risk mitigation strategies | Build Investment portfolio to \$3M |
| Continue to build UniSport brand health supporting all of UniSport's strategic priorities. | Annual Marketing & Communications with measurable deliverables contributing to UniSport's success |
| Commercial program supporting and growing UniSport's strategic priorities | Delivers an additional \$100,000 in net income annually |
| Build digital capabilities to be a high-quality underpinning platform of UniSport communications | Achieve 30,000 annual subscribers to UniSportTV |

Strategic Pillar 6

People & Culture

Create an environment that facilitates personal growth and the delivery of the UniSport mission.

6

| UniSport Focus  | Overall success  |
|---|--|
| Develop and implement a positive and collaborative culture of learning and growth for all staff | Exceed a staff satisfaction level of 75% annually |
| Board and Committees | Retention of Board and Committee members |



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