



Strategy 2020

FROM THE PRESIDENT

I am delighted to introduce to you the Australian University Sport (AUS) Strategy 2020. The Strategy defines the essential purpose, vision and values that frame our organisational culture and behaviours. It also outlines AUS' Key Result Areas (KRAs), our ambitious **objectives**, how we will measure performance through **indicators**, and finally the **drivers** that will enable success.

AUS and our 42 members have much to be proud of from recent efforts. Collectively we have lifted the profile and value of university sport not only on campuses, but across the Australian sporting landscape by dramatically increasing sports participation, while contributing significantly to Australia's elite developmental pathway. The challenge moving forward is to use these achievements as a platform for resetting a more ambitious agenda; one that will secure the long term sustainability of university sport.

A PARTICIPATORY AND CONSULTATIVE PROCESS

Our Strategy 2020 is based on extensive consultation and collaborative planning involving all members in a truly collective effort. The energy and enthusiasm demonstrated by participants during the formative stages of AUS Strategy 2020 is most admirable.

AUS Strategy 2020 outlines an ambitious agenda reflecting confidence, that in partnership with members, we can continue to elevate the relevance, value and importance of university sport and enhance the quality of the higher education experience, while contributing to our students' health, fitness and wellbeing. Ultimately, this will support the development of well-rounded graduates, with skills and attributes beyond the classroom, ready to pursue a fulfilling future balancing work and life.

I thank the sports management professionals representing members, fellow Directors, AUS staff and students who have contributed to our Strategy 2020 so willingly, purposefully and enthusiastically.



Deidre Anderson
President

VISION

Healthy, active, engaged and well-rounded university students.

MISSION

Be recognised as a leader in university sport events and programs, high performance partnerships, evidence based advocacy, training and capacity building of our members.

VALUES

Servant leadership - providing quality customer and member services
Student experience - engagement, wellbeing and participation
Continuous improvement - through review, agility and innovation
Collaboration - through member engagement, partnerships and shared knowledge
Advocacy - generating and disseminating a value-building evidence base
Standards and integrity - we do it well.



The gold medal winning Australian women's sailing team at the 2016 World University Sailing Championship, skippered by Sarah Parker (The University of Newcastle).

KEY RESULT AREA OBJECTIVES

INDICATORS

DRIVERS

SPORT PARTICIPATION

Achieve participation and demographic targets. Raise student retention, completion and employability.	USBA survey reports, engagement metrics.	Marketing; program quality (relevance, innovation, agility, multi-stakeholder consultation and support); extending event life; engagement opportunities.
Deliver a quality sporting experience for participating members and meeting ASC targets.	Customer satisfaction surveys and reviews.	Event/program culture; safety through risk management; technical standards; NSO partnerships; facilities and sport outcomes; ASC funding.
Deliver successful, viable and sustainable events and programs.	Financial and non-financial targets.	Financial intelligence and sustainability; best-cost options; budget discipline and oversight; continuous improvement.
Continue to promote responsible behaviour, and effective leadership, of participants at the events.	Behavioural standards at events; reported serious incidents; evidence based behavioural and cultural shifts (research).	Sport Strategy Committee; risk management strategies; event format; participants/members/AUS; supporting programs such as Be The Influence (BTI).

HIGH PERFORMANCE SPORT

Maintain international reputation, results and participation at high performance events.	Performance targets; personal best; Australian Institute of Sport (AIS) categorised athletes selected; World University Summer Games (WUSG) team size and performance target management; teams/individuals/universities participating in FISU events; media coverage.	Partnership support (AIS, universities, national sporting organisations); Unirooms management standards; athlete/coach quality; targeted performance funding; continuous improvement; International Participation & Engagement Policy.
Consolidate and strengthen the Elite Student-Athlete Pathway Program (ESAP).	AIS program support; university elite athlete program benchmarking and audit results; sector investment scholarship measurement; NSO and university partnerships.	AIS funding; partnerships and collaborations; AUS influence and engagement with the EAFU program.
Be a relevant and valued contributor to the national elite athlete pathway to the podium.	Commonwealth Games, Olympic Games and national teams and Unirooms selection; student-athlete pathway tracking; NSO partnerships.	Campus EAFU and elite athlete program quality, EAFU programs expanded to include Sports Science & Medicine to support the campus daily training environment; quality competition opportunities for elite athletes.

ADVOCACY and MEMBER SERVICES

Proactively advocate for and on behalf of the university sport sector.	Government funding; Government programs; AUS at policy table.	Seek opportunities to meet with and lobby government and other agencies.
Provide quality customer service.	Customer surveys; member journey mapping; anecdotal feedback.	Organisational culture and staff training; authentic listening, communicating and responding; member opportunities to engage with Directors.
Provide members with a credible evidence base and research outcomes supporting university sport.	Research projects commissioned, completed and disseminated.	Research Committee; research partners; dissemination strategies; building an advocacy evidence base.
Provide members with support services that contribute to sector professionalisation.	Members' response and uptake of AUS support services, including the annual national conference.	BTI program; Inclusion & Diversity Officer; ESAP; national conference and program innovations.
Maintain an effective regional support program underpinned by a national IT and communications framework.	Members' input, engagement and attendance at regional forums; Regional Development Managers' feedback and digital metrics.	Collaborative organisational culture; effectiveness of regional support program; regional sport programs; AUS alignment with members' strategic objectives; efficient and valued national IT and communications systems.
Member consultation and engagement opportunities.	Member surveys; engagement metrics.	Organisational culture; communications style; collaborative strategies.

KEY RESULT AREA OBJECTIVES

INDICATORS

DRIVERS

BUSINESS DEVELOPMENT and MANAGEMENT

Build commercial value.

New product/property development; sponsorships/partnerships; funding sources; digital monetisation.

Partner servicing; marketing and sales.

Build visibility and profile of university sport.

Media monitoring; digital metrics; events metrics.

IT systems quality; digital activity; Unirooms success and profile; storytelling; partnerships.

Develop assets such as brand and goodwill.

Asset strategy; robust and well supported preferred supplier scheme.

Sector collaboration and influence; appropriate commercial arrangements.

Build a sustainable business model; ensure best practice financial, human resource and management policies and procedures underpinned by ethical management standards.

Efficient financial systems, transparency and financial results; FARM/Board satisfaction with reporting; staff satisfaction, performance, culture and retention; operations executed within policy and AUS' risk tolerance appetite.

Executive leadership; organisational values and culture reinforced by the Board; standards and accountability expectations of the FARM Committee.

GOVERNANCE and LEADERSHIP

Create and communicate a clear vision and strategy.

Periodic multi-stakeholder reviews; inclusive strategic processes and surveys.

Multi-channel strategic capacity building and stakeholder consultation (members, staff, others).

Maintain transparent, accountable and responsive governance practices.

Governance training and guidelines; board and committee charters; policies; management/board reporting; financial systems and processes.

Meet the obligation to report, explain and be answerable for consequences of decisions made on behalf of all stakeholders.

Assemble a skills based Board and specialist committees following a well-developed succession plan.

Annual skills audit; succession planning.

Maintain standing committees for Governance & Nominations; Finance, Audit & Risk Management; Sport Strategy; Research.

Develop the organisation's executive, technical and professional expertise.

Annual skills audit; succession planning; individual staff annual performance development plans.

Organisation structure and personnel; staff training; processes.



The University of Western Australia and The University of Newcastle ultimate teams at the Australian University Games.

Strategy 2020 Annual Rolling Planning Cycle

