



UNSW
SYDNEY

Australia's
Global
University

Sport Strategy UNSW 2025



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Forward

It gives me great pleasure to write this forward and introduce you to the UNSW Sport Strategy. Universities are synonymous worldwide with sporting life and sporting culture. We want to ensure that sport at UNSW is elevated and celebrated and that we have enabling frameworks in place to support our sporting aspirations and those of our communities.

In the UNSW 2025 Strategy we emphasise three strategic priorities: Academic Excellence; Social Engagement; and Global Impact. Sport can, and should, play a role across each of those strategic priorities.

In relation to Academic Excellence, sport at UNSW contributes to the development of the student all-rounder through both our comprehensive Elite Athlete Program and Ben Lexcen Scholarships where we continue to attract and retain the best and brightest students. Sport plays an important role in fostering student and alumni communities and groups. It enables students to achieve their maximum potential through joining these groups and taking responsibility within them.

Sport complements our Social Engagement pillar in a multitude of ways from showcasing UNSW's involvement in the local community to touch points within the school education system. It also highlights our interaction with sporting clubs in many communities but particularly in those experiencing social disadvantage. In many aspects of UNSW life, sport is a common bond that helps bind our community together.

Finally our Global Impact pillar focuses on international university partnerships and international student engagement and integration. We are creating sporting exchanges with Arizona State University and other internationally renowned sporting institutions. Through participation programs we will utilise the universal language of sport to bring our international student communities together.

UNSW has much to be proud of in our short history of involvement and participation in the Australian sporting landscape and we have achieved great successes. The UNSW sports strategy visualises UNSW as a leader in terms of its sporting performance, engagement, partnerships and the quality of its sporting infrastructure. It will allow more and more of those rich alumni stories about sport to emerge in the future.

Professor Ian Jacobs
President and Vice-Chancellor



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Executive Summary

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The vision for UNSW Sport is to deliver the best and most inclusive university sports experience in Australia through exceptional high performance and participation sports programs and facilities.

This vision will be implemented via three key strategic objectives:

1. To increase participation, drive equity and build campus communities

- a. Ensure, through the creation of specific and relevant programs, that access to social and competitive sport is available regardless of race, gender, religion or physical ability and encourage participation by these groups. By 2020, we would like to see 30% of all students taking part in some form of sporting activity at UNSW and 40% by 2025.
- b. Encourage staff sport activity as part of an overall well-being program.
- c. Enhance alumni engagement in their sporting activity and their connections with clubs following graduation.

2. To support excellence

- a. Support our performance clubs and elite athlete program with a number of key initiatives such as new scholarships, staffing resources and increased funding.
- b. Celebrate and record success of our elite sports students.

3. To strengthen partnerships

- a. Strengthen partnerships with charity, youth and community groups through sport.
- b. Develop new UNSW branded health and wellbeing community events.
- c. Offer where possible UNSW sporting facilities for use by local schools and communities lacking in their own facilities.
- d. Continue to develop and rigorously review UNSW sports sponsorships and partnerships.

These objectives will be underpinned by four key enablers

- » World-class environments - facilities and infrastructure.
- » Fit-for-purpose service delivery partnerships.
- » Sustainable funding for clubs and sport.
- » Strong governance, management and skills development for club committees.

The consultation process in deriving this strategy

The UNSW Sport Strategy was developed between August 2016 and March 2017 and received input from multiple sports stakeholders at UNSW including clubs and societies, senior UNSW staff, partners who deliver sport and recreation services to UNSW students, alumni, external sporting bodies and other universities. The process also involved a series of focus groups to enable as broad a range of input into the strategy.

The benefit of this collaborative process allows us to build a collective psyche for UNSW sport where all participants, whether in elite level teams or playing social sport, better understand and respect the participation of others and share a common passion for UNSW sport.



UNSW Sports Club consultation meet

Strategic Objectives

Number 1

Increase participation, drive equity and build campus communities

Importance

At UNSW we want sport to be the 'glue' that brings our community of students, staff and alumni together as on-field participants or off-field supporters. In many cases participation or support of sport is already the first touch point for interaction between domestic and international students.

In addition to the obvious physical benefits that exercise brings, sport is a great stress reliever and helps to maintain a healthy mind and general wellbeing, and build on the enjoyment of coming to study or work at UNSW.

For students, the 'soft skills' of team work, communication skills, motivation and resilience are important to life beyond UNSW and these skills are developed and enhanced through sport. Additionally, the volunteering, leadership, and management aspects of sport are important learnt skills highly regarded by employers.

UNSW currently has 10,000 students participating in some form of sport at UNSW, roughly 20% of the student body.

Sport is delivered at UNSW through:

- » 35 Sports Clubs through Arc - competitive (AFL,cricket), instructional (karate etc.) or recreational (underwater club etc.).
- » Organised inter-university competitions like Uni Games and Snow Games.
- » Inter-Collegiate competitions for students resident on campus.

- » Arc Social Sport programs and casual pickup games.
- » Gym, swimming and fitness classes at the UNSW Fitness and Aquatic Centre run on our behalf by the YMCA with 3500 gym memberships.
- » Faculty specific student led sports competitions and programs.

The success of UNSW depends on the health and wellbeing of our students and staff. Therefore, UNSW actively supports a healthy work-life balance, and is committed to the ongoing promotion of good health and wellbeing of staff through sport.

Future outcomes

- » We will ensure, through the creation of specific and relevant programs, that access to social and competitive sport is available regardless of race, gender, religion or physical ability and encourage participation to groups accordingly. Future plans will increase the involvement and opportunity for equity and diversity groups.

For students:

- By 2020, we would like to see 30% of all students taking part in some form of sporting activity at UNSW and 40% by 2025. An implementation plan will be created and costed to achieve the following specific targets:
 - Increase Uni Games student participation numbers by 5% annually and ensure equity.
 - Increase participation of students and alumni in UNSW Sport Clubs by 5% annually and ensure equity.





'She Can', female participation program



2016 Olympic Silver Medallist
Lisa Darmanin UNSW alumni
and Ben Lexcen Scholar



UNSW Gym

- Create an international student plan to increase engagement in sporting programs by international students by a minimum of least 20% by 2025.
- Increase the scope of the UNSW Festival of Sport to activate the whole campus and include programs for disabled and international sports.
- Set up an infrastructure grant for female specific sport equipment and initiatives.
- Undergo a major investment program to upgrade and renew sporting facilities on Kensington campus to bring more capacity and increase visual presence and ease of access.
- Ensure that feedback and monitoring mechanisms are in place to measure the role sport plays in creating a more balanced and better student life.
- Collect an annual student questionnaire on needs and barriers to sport.
- Recognise students in elected roles within clubs on secondary testamurs.
- Engage with Australian University Sport and other universities on proposals for additional inter university competitions and equity programs.
- Better capture and record all the activity that is already taking place (such as inter-university) and all new activity.

For staff:

- Deliver the staff specific aspects of the UNSW wellbeing strategy and work with YMCA and the UNSW wellbeing team to encourage more day time staff sports activity.
- Investigate the creation of lunchtime sporting competitions open to staff and students.
- Ensure sports clubs are rewarded for staff as well as student participation.

For alumni:

- We will encourage the tradition of our alumni who stay within the UNSW sports community as administrators and supporters of UNSW sport.
- Work with our sporting alumni to engage them in UNSW and celebrate its successes through a number of major social functions.

- An annual Blues and sports awards night to celebrate and award student and volunteer sports success.
- An annual UNSW golf day for the UNSW sports community.
- A bi-annual UNSW Sport Hall of Fame dinner in association with our clubs to support their fundraising activity and celebrate sport.
- Empower and support clubs in their own alumni activity (UNSW Rugby lunch, UNSW cricket breakfast.)
- We have 1500 alumni on our current sporting alumni database. We aim to increase this to 2000 and increase contact ability to 50% of all sporting alumni.
- Work with the alumni relations team at UNSW to add preferred access to UNSW sport and facilities as a key benefit to UNSW alumni.
- Create a sports newsletter to update alumni on sports activity.

Other

- Engage with other universities to create local inter-university competitions.
- Develop university wide policies and practices that promote an equitable and healthy university environment across all of the UNSW campuses.
- Build cross sports representative groups and forums to coordinate and celebrate the campus sports community.
- Activate the campus with major family friendly sports events (runs, walks and ocean swims) involving both the UNSW and the local community.
- Celebrate success and increased participation in all media forms.
- Create a series of practical social media workshops to share ideas and create consistent activity across all sport partners at UNSW.
- Actively utilise sports representatives such as Lexcen Scholars as ambassadors for UNSW at school visits, community events and community groups.

Strategic Objectives

Number 2

Support excellence

Importance

High performance sport has a long and successful history at UNSW. Our sports program has allowed us to attract and retain some of the best and brightest athlete students and it also creates a sense of pride in the UNSW name by allowing us to celebrate student and alumni success. In the 2016 Olympic year alone we have celebrated alumni Usman Khawaja as Australia's premier top order batsman with a 2016 alumni award; former Ben Lexcen Scholar Lisa Darminan's Olympic silver medal (12 UNSW representatives were selected for the Olympics and Paralympics); and Andrew Kellaway's selection as Waratahs fullback.

UNSW individual student and team successes become important inspirations and aspirations for other students. At the time that this strategy was launched UNSW was celebrating being top of the medal tally for both the Eastern University Games and University Snow Sports Games in 2016. Other notable recent successes include:

- » UNSW Water Polo team won the World Club Championships in 2016 and in 2014 and 2015 the men's teams won the national competition.
- » UNSW 'Red Bull Campus Cricket' student team where we were national university champions two years running and our team went on to represent Australia in the international competitions in Sri Lanka and London.

- » In 2016 UNSW had five sport clubs playing in premier competitive competitions in Sydney: AFL, Cricket, Football, Hockey and Water Polo (national league).
- » Our Women's AFL team, the Stingrays, won the grand final in 2016.

UNSW was one the first members of the Elite Athlete Friendly University (EAFU) program and today over 300 Elite Athletes access the program with flexible study options to allow for competition and training. Our top sports scholarship, the Ben Lexcen Sports Scholarship scheme which, when set up in 1988, was the first ever Australian university sports scholarship program.

We have the UNSW Alumni Sports Hall of Fame, which features some of Australia's highest profile sport stars, many of whom remain actively engaged with UNSW.

A strong, equitable, well promoted and celebrated high performance program will help us drive participation at all levels by raising the profile of sport at UNSW.

Future outcomes

- » Support our performance clubs and elite program with a number of key initiatives:
 - Establish the role of a sport coordinator to help with program management and support our high performance clubs with centrally based marketing, sponsorship, administration expertise and resources.
 - Identify UNSW teams looking to move to the top level of their competition and offer support and resources as required.
 - Create 10 new club scholarships centrally to help our performance clubs recruit outstanding student talent.
 - Work with scholarships and marketing to drive awareness of the elite athletes program externally and across the faculties and make it a real and genuine incentive for elite athletes to become UNSW students.
 - Space permitting, develop unique development and coaching programs with UNSW partners like YMCA to increase high performing clubs' success.
 - Develop a revised financial support package which caters for the unique challenges and deliverables of our elite clubs.
- Work closely with clubs to better provide preferential access to grounds and facilities within and outside the UNSW land portfolio.
- » Support elite sport with increased funding and resources:
 - Work with the Division of Philanthropy to develop a program to increase the Ben Lexcen fund.
 - Increase elite athlete funding from UNSW.
 - Include exclusive elite sport training area in the brief for a new 'student leisure central' facility.
- » Celebrate the success of elite sports students including through media; websites; graduation; annual events and utilise elite athletes as ambassadors of UNSW in schools and the communities.
- » Work with elite clubs and external bodies like Sport NSW to develop an additional 'Women's Agenda' for elite sport.
- » Develop partnerships with elite sporting codes to support education, share elite athlete resources and leverage UNSW Sydney brand exposure.

Strategic Objectives

Number 3

Strengthen partnerships

Importance

Sport has a major role to play in social development and health and this is recognised in the highest of international arenas, including the Australian Sports Diplomacy Strategy 2015-18.

The UNSW Sport Strategy aligns with the goals of this outreach program and already highlights touch points for UNSW and the broader community. Sport is quite often the first point of contact that a future student will have with UNSW particularly for UNSW clubs that have large junior and community teams such as water polo, hockey, soccer, rugby, AFL, basketball and judo.

UNSW has historically used sport to support our social engagement with disadvantaged communities groups like 'Youth off the Street'. Sport is also used to some extent as a community building piece within our educational programs like ASPIRE and the work of Nura Gili.

Sport is a powerful marketing and communications tool that can impact the reputation of UNSW and create appeal across domestic and international communities. UNSW currently has a relationship with a number of major elite sporting teams such as:

- Sydney FC - men's and women's side in National A League and W League Competition.
- Randwick Rugby Club – an educational partnership through a sponsorship of the 1st grade and minor grades men's teams including the Colts and junior teams.
- GWS (AFL) and UNSW Canberra – preferred education provider and naming rights to their ACT base, the new UNSW Canberra Oval.
- Australian Open Golf - AGSM.



Sydney FC W League team supported by UNSW

Future outcomes

Social engagement

- » We will use sport to support the UNSW Social Engagement strategy with the creation or strengthening of partnerships with charity, youth and community groups. Some of our partnerships include:
 - Football United
 - Football United creates chances for youth through the magic of football.
 - Matraville Sports High
 - UNSW Matraville Sports High Education Partnership.
 - Souths Cares
 - Sports NSW
 - Particular partnership with disability and gender equity inclusion program.
 - Indigenous programs
 - Work with our Nura Gili indigenous centre to support and promote a sport connected pathway to support indigenous recruitment.
 - Possible link with NRL being explored.

- » Increase and actively promote our UNSW sporting facilities for use by local schools and communities who lack their own facilities. Already at the pool and gym we host Friday prayers for 600 students and other members of the local Islamic community.
- » Establish benchmark equity level by analysing community and student participant demographics in UNSW sport.one.
- » Develop two new UNSW branded health and wellbeing community events in the next 5 years (such as UNSW fun run or ocean swim). These will be promoted heavily to staff and students.

Sponsorships

- » We will:
 - Establish metrics to measure the return on our existing UNSW sporting partnerships against strategy and evaluate new opportunities.
 - Ensure partnerships support our equity programs.
 - Better leverage benefits across the University and broader community.
 - Create an evaluation template to standardise sponsorship proposal evaluation against Strategy 2025 and equity targets.

The Enablers

Number 1

World Class Environments - facilities and infrastructure

Importance

UNSW has a comprehensive portfolio of sporting infrastructure, on and off campus, open air and closed, and of varying ages and stage of renewal and repair. For example the David Phillips fields are considered to be world class and also host international teams.

Whilst UNSW has access to significant property to support its sports clubs, the growth of non-traditional clubs memberships and the demand for health and wellbeing requirements along with 4,500 student residents living on campus, means that UNSW must move quickly to critically review and examine its current use of sporting space and its future needs.

Future outcomes

To support this strategy and the broader UNSW world class environments aspiration, UNSW will:

- » Undertake a viability analysis of the current gym and pool, in consultation with UNSW sport clubs, with a view to creating a business case for a replacement facility 'Student Leisure Central' that will meet the needs of the multitude of sporting demands to 2025 and beyond.
 - » Explore partnerships with bodies such as Centennial Parklands, the Turf Club, Bayside and Randwick Council to identify opportunities for long term leases of sporting facilities.
 - » Work with our sporting clubs and student residents to deliver a demand analysis that can guide and assist future development and discussions with external parties.
 - » Maintain detailed records such that statistics on equity and diversity usage can be obtained.
- » Manage existing facilities better to prevent overuse and create a hierarchy of access which, whilst including commercial and community access, particularly to junior sports, will ensure priority to UNSW clubs and bodies, in particular those with high student participation.
 - » Create equality of access and appropriate pricing methodology for UNSW clubs whether using Arc, YMCA or external leased venues.



David Phillips Sports Field

The Enablers

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Number 2

Service Delivery Partnerships

Importance

UNSW is benefiting from partnering with external operators such as YMCA (pool and gym), and Arc our student body, to manage sports facilities and clubs as well as our sporting programs. Partners are chosen for their ability to deliver the service but also for their synergy with UNSW sports program goals. We respect the expertise that each partner has in their field and recognise that the delivery of an outstanding sport strategy involves a blended model of insourced and outsourced service delivery.

This model is unique to UNSW in the Go8 sector. All these partners have been heavily involved in the creation of this strategy.

Our 35 sporting clubs are the bedrock of our delivery of competitive and recreational sport and we see them as a major partner. We celebrate the many hours that our sporting volunteers, whether students, alumni or community members, spend in their administration and support of our clubs.

Other service partners include our UNSW facilities management grounds maintenance teams and the teams managing the staff wellbeing program.



Future outcomes

Definition of roles to work together better

We will produce a user handbook to clarify the role of each partner within Sport in the delivery of this strategy and create a partnership agreement to manage delivery.

YMCA

Gym memberships have increased by 1000 since YMCA took operational management of the gym in 2014 and there has been a higher proportion of students involved due to better pricing and delivery models. We will further improve by:

- » Increasing the YMCA surplus to UNSW by 5% annually.
- » Increasing gym memberships by 3% - 5% annually within existing venue and up to 30% increase in possible new venue.
- » Investigating programs and timetabling to spread facility usage across the day and also take it outside the gym onto campus.
- » Building a staff specific program to better engage UNSW staff.

Arc

- » Increase UNSW student membership in clubs by an overall 5% year on year.
- » Increase Uni Games team numbers by 3% year on year.

- » Focus with UNSW on driving competitiveness of key UNSW students teams, for whom there are existing, or proposed, separate inter varsity competitions.
- » Support all 35 sporting clubs that are affiliated with them.
- » Aspire to top 4 position in medal table for Eastern Uni games / Australian Uni Games / Australian snow sports games whilst encouraging participation.
- » Arc 'Festival of Sport' to increase participation by up to 5% year on year and to ensure gender equity.
- » Arc to build specific programs to encourage participation and promote inclusion of under representative equity groups – disability and otherwise.
- » Arc to build an ongoing Wellness series that is available on YouTube and the Arc website and work with UNSW to enhance.

UNSW sport

- » Provide guidance, coordination and a champion for sport at senior UNSW level.
- » Secure and manage sports funding.
- » Manage engagement with external sporting community, including professional teams and some national bodies.

Clubs

- » To ensure that clubs can operate as smoothly and effectively as possible, Arc and UNSW will support the clubs with some free resources such as:
 - Organising administration training for club committees.
 - Providing on-going financial management support and projections.
 - Arranging future-planning workshops (to help plan the next 3-5 years in line with the strategy and succession planning).
 - Arranging regular all-club meets to share information and ideas and provide support.
 - Introducing sports management software.
 - Enabling social media and other marketing support.

The Enablers

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Number 3

Funding Clubs and Sport

Importance

It is an essential part of this strategy that UNSW moves to implement a consistent funding model to allow clubs and sport to plan effectively and deliver the future vision for sport. Clubs must have sustainable financial models and positive cash-flow each calendar year to ensure platforms for success. However, the need for UNSW clubs to retain large surpluses is not a requirement and it is important that regular conversations between sport clubs, Arc and UNSW ensure future spend from all parties is understood and managed.

UNSW is the major sponsor of its sporting clubs to the tune of \$500,000, with additional provision of sporting facilities. However demands on the finances of the University require that clubs explore all avenues of additional funding so as to be as self-sufficient as possible.

Funding for clubs must reflect and reward the role that they play in supporting this strategy and the costs associated with that. We must also ensure that all clubs are treated fairly when it comes to the cost of venue bookings, no matter who manages that space at UNSW or whether it is externally managed.

Future outcomes

We are committed to ensuring that all money raised through sports avenues is spent on sport.

We will introduce a new formula/model for club funding, recognising differences amongst clubs such as student participation, space requirements, level of junior and community activity and recognising the roles they play in helping deliver this strategy.

We will create a dedicated sports philanthropy program, in conjunction with Division of Philanthropy and in association with clubs and alumni, to:

- » Increase Lexcen scholarship fund.
- » Increase elite club scholarships.
- » Build sporting infrastructure and facilities.
- » Create, support and coordinate club fundraising committees.
- » Secure single or multiple corporate sponsors for elite club and participation sport.

The Enablers

Number 4

Governance and Management

Importance

- » University sport is, by its nature, a multi layered operation with many complexities, service providers and stakeholders.
- » In such an environment where there are competing needs for space and resources it is essential that there is a strong governance structure based upon industry best practice. Ultimately the relevant management within UNSW must be responsible for the good stewardship of resources, risk management, financial management and planning. However, providing additional guidance and advisory bodies for sport is worthy of consideration.

Future outcomes

- » Introduce a governance model to manage the smooth delivery of sport at UNSW and ensure commitment to a service delivery charter.
- » An operational committee to coordinate the activity of all sports delivery partners at UNSW – Arc, YMCA, UNSW and UNSW Clubs.
- » A Sport Advisory Council to act as an effective champion of UNSW sport, to help guide and assist UNSW management in the delivery of this strategy and to assist with the internal and external celebration and fundraising for sport.

- » Regular UNSW sports club information and feedback sessions.
 - » Create an over-arching fund raising strategy for Sport at UNSW in conjunction with Vice-President Philanthropy.
 - » Critically review the Arc sport operation through an external review process to determine best practice ways to manage sport clubs and Arc's role in facility management.
 - » Ensure adequate resourcing to deliver this strategy and consider where additional staffing and financial resources are required (elite and community sport coordinators).
 - » Prepare an annual report with financials of activity, progress against strategy for UNSW audience and also to standardise reporting against Australian University Sport guidelines.
 - » Prepare regular reports to track equity and diversity involvement.
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