

**UNISA SPORT**  
GET INVOLVED



**SPORT & RECREATION  
STRATEGIC PLAN  
2015-2018**

**UNISA SPORT**



University of  
South Australia

# FROM THE VICE-CHANCELLOR

Just so you know, life at university isn't all hard work; it isn't just about textbooks and lectures and tutorials and examinations.

University life is also about creating a new environment for yourselves, growing and preparing for a new career and making the connections with your classmates and your teachers that we hope will last a lifetime.

While we're working hard at UniSA to make sure that you get the best education delivered in the most flexible manner to suit the way you study, you also have to have fun. You have to get the full student experience because your study years are three or four years, or more, that will form the base of your future.

Sport plays a huge part in having that student experience. I confess that at UniSA we haven't put much focus on sport in the past, but since we started – with new clubs and new team uniforms – we've had some great success stories. Just recently a squad of almost 120 UniSA students, coaches and team managers represented Team UniSA at the 2014 Australian University Games in Sydney. They took out the first top 10 finish in the University's 22-year history, placing 10th overall at the Games. The men's volleyball team successfully defended their 2013 title as Division 1 National University Champions.

But sport is not only about elite athletics. We have a number of clubs from cricket to table tennis so that everybody gets a chance to get loose and enjoy the exercise. There are even free classes in pilates, yoga, group cardio etc. delivered by qualified instructors to help you get started.

Your colleagues at UniSA Sport are open to suggestions so if we don't yet offer your sport, help us set it up.

In the future, when you're successfully pursuing a career in the profession of your choice, we want you to look back and remember that UniSA gave you not only the best education it was possible to get, but that you also had fun and made some lifelong friends while you were here.

That's how a university helps you lay down the foundations of your future.



**Professor David Lloyd**  
**Vice-Chancellor**



# INTRODUCTION

The University of South Australia's first Sport and Recreation Strategic Plan establishes sport and active recreation as valued components of the overall student experience at UniSA.

Sport and active recreation play a key role in fostering pride in the institution and creating long-term connections as well as helping students to develop key personal and professional skills desired by future employers.

This may be the first formal Sport and Recreation Strategic Plan for the University, but there is a long history and significant expertise to draw upon as we seek to build an exciting future in this area.

The University has a strong focus in a range of sport and active recreation related educational disciplines that can provide a source of expertise to further develop this aspect of the University experience. These include the sport and recreation management program delivered through the Business School, Health and Physical Education (HPE) stream offered as part of the Master of Teaching through the School of Education as well as the variety of programs delivered through the School of Health Sciences that also encompass world-class sports science research facilities, projects and partnerships.

The current indoor playing facilities on the Magill and Mawson Lakes campuses and the Health and Fitness Centre at the City East campus provide facilities to support these educational programs as well as club based sport and recreation activities. The University has recently committed to establishing a 'Great Hall' at the City West campus that will feature first class playing courts, exercise studios, gym facilities and a swimming pool, adding considerably to its sporting facilities.



The University's large cohort of over 30,000 onshore students and 180,000 alumni, a strong base of sporting clubs and the range of facilities and relevant expertise, position the University for a bright future in the area of university sport nationally.

The University's commitment to develop sport and active recreation into recognised, core components of the student experience is reflected through the establishment of UniSA Sport to drive the implementation of the Plan's key outcomes.

The University looks forward to an exciting future where current and prospective students, alumni and the broader community share our desire and passion and work with us to ensure success.

# DEFINITIONS

So what is sport and active recreation at the University of South Australia? The following definitions of these activities provide the context and scope of operational focus of this Strategic Plan:

**Sport:** A human activity capable of achieving a result requiring physical exertion and/or physical skill which, by its nature and organisation, is competitive and is generally accepted as being a sport. UniSA Sport will have the final authority in determining if an activity meets this description.

**Active Recreation:** Where the primary purpose and focus of the activity is to engage in human physical activity for its own sake and the physical activity is not simply an indirect benefit of the primary activity.

**Physical Activity:** Any bodily movement produced by skeletal muscles that requires energy expenditure and produces progressive health benefits.



## WHO IS UNISA SPORT?

Established in 2013, UniSA Sport is part of the University's Student Experience team.

**UniSA Sport's** primary focus is to support and deliver sport and active recreation opportunities through clubs as well as campus, representative and community events. UniSA Sport aims to create an engaging student experience and long lasting connection to the University of South Australia through sport and active recreation.

**UniSA Sport** aims to work closely with all internal and external stakeholders and strategic partners to deliver the best possible sport and active recreation opportunities, and experience for the University community.

# KEY STAKEHOLDERS

To ensure the successful implementation of this strategic plan, there are a number of key stakeholders who are crucial in supporting the implementation of the key strategic and operational priorities. These include:

- **The School of Health Sciences** – Currently manages both the City East and Magill Health and Fitness Centre's, both of which are crucial participation avenues for current students, staff, alumni and the broader community. The education programs provided through the school also provided a range of valuable skills sets, student placement opportunities and unique research and testing facilities to build the profile and standard of sport and recreation related opportunities through UniSA.
- **Communications and Marketing Unit (CMK)** – In developing the awareness and profile of UniSA Sport, CMK will be a crucial stakeholder in reaching prospective students as well as gaining further exposure through the broader community.
- **Advancement Services** – Through the engagement of alumni via participation, mentoring, merchandise and fundraising support avenues.
- **Student Academic Services** – Ensuring the ongoing delivery of the Elite Athlete program and engagement of these students in representative sporting opportunities.
- **Industry Stakeholders** – Including the Office for Recreation and Sport, Sport SA and various state sporting organisations to continue to build the profile, awareness and active support of university sport within the broader industry.
- **USASA** – As the University's student association, USASA are a key stakeholder in advocating the importance of sport and recreation opportunities and partner in regards to student promotion and key priorities such as lobbying for increased storage access, facility development etc.
- **Facilities Management Unit** – Crucial to the further development of sport and recreation facilities at UniSA as well as the securing of ongoing priority access and maintenance of current facilities.
- **Clubs** – A crucial stakeholder in the provision of regular participation opportunities for students and therefore vital in the successful implementation of this strategy.
- **Australian University Sport (AUS)** – As the peak governing body of university sport in Australia, AUS play an important advocacy role for its member universities as well as deliver crucial representative events including the Australian University Games, Regional Games, National Championships and participation in the elite World University Games and Championships.





## AIM

To enhance the student experience and long lasting connection to the University of South Australia through the provision of quality, accessible sport and active recreation opportunities for the UniSA community.

## STRATEGIC AND OPERATIONAL PRIORITIES

The University of South Australia will work in four key areas to establish the structural foundations required for the ongoing development of sport and active recreation at UniSA. The successful implementation of these four strategic priority areas will be underpinned by a number of core operational tasks.

# 1. Profile

## STRATEGIC PRIORITIES

Ensure all current students, potential students, staff and alumni are aware of UniSA Sport and the range of club, campus, community and representative options provided.

### To achieve this the University will:

- Continue to develop and implement a clear brand and identity for UniSA Sport that engages students and the broader university community.
- Develop a comprehensive marketing and communications plan with a particular focus on social media, competitions, promotional events and recognition of club and student participation in community competitions.
- Highlight sporting opportunities and achievements in UniSA's engagement with alumni and the wider community.
- Seek to increase awareness and recognition of UniSA Sport and its clubs within the broader community.

### Operational Priorities:

#### Key actions will be:

##### • Brand and identity

- Finalise and implement UniSA Sport and Team UniSA branding in all relevant areas including signage, website, promotional material and uniforms.
- Review and continue to develop the range of branded Team UniSA merchandise for promotion and sale.
- Develop, stock and maintain Team UniSA playing uniforms for representative events.
- Establish a visual UniSA Sport presence across each campus.

##### • Marketing and communications

- Continue to develop the UniSA Sport website and Facebook page as key promotional and communication tools and explore other online, social media and promotion avenues.
- Continue to develop and deliver a regular UniSA Sport member newsletter.
- Increase inclusion and recognition of sport and active recreation in University publications, marketing material and external media by capturing and providing greater sporting content.
- Develop specific strategies to engage with alumni and with future students through secondary school recruitment activities.
- Explore options to involve UniSA Sport with major community participation sport and active recreation events and implement accordingly.
- Engage current UniSA Sport members as ambassadors promoting the benefits and opportunities associated with UniSA Sport to their fellow students.
- Increase working relationships and linkages with key state sporting organisations and industry stakeholders to enhance UniSA's standing within the sporting community.

### Measures of Success:

- Annual UniSA Sport Student and Non-Student Membership numbers.
- Student brand awareness results through annual SSAF (Student Services and Amenities Fee), Student Experience and UniSA Sport specific surveys.





# 2. Participation

## STRATEGIC PRIORITIES

Encourage and assist students to engage in sport or active recreational activities that suit their needs and interests.

### To achieve this the University will:

- Develop and deliver an annual on-campus sport and active recreation events schedule providing accessible and equitable opportunities across each campus.
- Develop an ongoing targeted club support program to help to ensure the long-term sustainability of clubs affiliated with UniSA Sport.
- Increase the number of individual members of UniSA Sport by further developing regular participation events and opportunities as well as external partnership benefits.
- Provide opportunities for students to represent the University in regular competition, as well as at state, national and international representative events.
- Provide support to students on the elite athletes register.
- Acknowledge individual and team successes at an annual UniSA Sport Awards Night.
- Endeavour to provide participation opportunities for students of all abilities and backgrounds through club and campus engagement.
- Seek to further develop and provide quality facilities that drive increased student engagement and participation.

### Operational Priorities:

#### Key actions will be:

- Continue to explore and implement a range of options for new on-campus events, including team-based campus challenges, come-and-try exercise programs and a Vice-Chancellor's Cup.
- Regularly seek student engagement in determining specific participation opportunities and formats.
- Provide ongoing support to help clubs maintain and expand membership numbers by assisting with promotional avenues and activities to current students and alumni.
- Seek to negotiate and maintain a range of member benefits for clubs and UniSA Sport members through internal, corporate and community partnerships.
- Support increased student participation in representative events including the SA Challenge, Southern University Games and Australian University Games.
- Continue to grow and develop the annual UniSA Sport Awards Night recognising outstanding club, team and individual achievements.
- Develop a strategy to support the participation of students with disabilities in UniSA Sport club, campus and representative events.

#### Measures of Success:

- Participation rates through campus and community events.
- Participation numbers and results at national and regional representative events including the Australian University Games, Southern University Games and SA Challenge.
- The availability of regular club participation avenues and membership numbers.
- Annual awards night attendance.

# 3. Facilities



## STRATEGIC PRIORITIES

Support access to appropriate and safe sport and active recreation facilities.

### To achieve this the University will:

- Implement consistent customer service focussed practices throughout all sport and active recreation facilities across the University so that students and the university community engage with a 'one-stop-shop' for all sport and active recreation activities on each campus.
- Seek to prioritise specific infrastructure developments to ensure students and the University community access quality sport and recreation facilities and service standards on all campuses.
- Develop first class sport and recreation facilities at the City West campus through the development of the 'Great Hall' building.
- Assist all clubs to secure appropriate training and competition facilities either on- or off-campus.
- Continue to pursue and secure increased and priority access to University facilities for UniSA Sport and affiliated clubs.
- Maintain adequate equipment and storage options to support campus activity and club requirements.
- Ensure the ongoing provision of services provided via the City East and Magill Health and Fitness Centres for students, staff, alumni and the broader community.

### Operational Priorities:

#### Key actions will be:

- Review the operations management arrangements for sport and active recreation facilities across the University in order to achieve consistency, high-quality customer service standards and a single point of service for all sport and active recreation activities on each campus.
- Review all University sport and active recreation facilities and equipment and develop a renewal program. This is to be undertaken with a view to providing new or upgraded facilities and equipment to keep pace with the growth of sport and active recreation activities within the University and the expectations of those who participate.
- Establish and maintain an equipment asset register for UniSA Sport and affiliated clubs.
- Begin a procurement program and establish management practices for equipment to support on-campus events and daily unstructured usage.
- Review club storage requirements and implement key actions to improve long term club storage facilities.
- Facilitate priority access to and booking of University facilities for all UniSA Sport clubs on an annual basis.
- Provide ongoing advice on the Great Hall development via representation on the relevant project group ensuring sport remains the key priority and core focus of the facility.
- Ensure the operations management structure of the 'Great Hall' provides priority access for UniSA Sport Clubs and student participation.
- Prioritise the use and development of facilities that are accessible in design to further support the engagement of students with a disability.

### Measures of Success:

- Access to appropriate facilities both internal or external for all UniSA Sport and club related activities.
- Continual commitment to the ongoing development of sport and recreation related facilities across the University.
- Consistent branding and service level maintained across all campus facilities.



# 4. Support

## STRATEGIC PRIORITIES

Ensure UniSA Sport and its affiliated clubs have the resources and expertise to operate effectively and efficiently.

### To achieve this the University will:

- Actively seek funding opportunities to support UniSA Sport, including grants and sponsorship.
- Implement and maintain a formal membership structure for affiliated and endorsed clubs, including governance benchmarks.
- Ensure all risks associated with affiliated and endorsed sporting activities at the University are managed effectively and clubs are assisted to implement risk management practices.
- Ensure adequate staffing and resources are available to oversee the implementation of key projects and programs.
- Collaborate with and leverage key academic programs to develop and enhance student placement and practical learning opportunities through UniSA Sport programs, events and clubs.



### Operational Priorities:

#### Key actions will be:

- Develop streams of appropriate funding for UniSA Sport to effectively deliver the University's Sport and Recreation Strategic Plan and associated operational plan.
- Implement a UniSA Sport Club Membership Policy and provide appropriate support to clubs to comply with key requirements throughout both its implementation and ongoing delivery.
- Provide ongoing advice, support and development workshops to help clubs adopt and adhere to good governance practices.
- Identify key corporate, community and not for profit partners and actively seek to source, secure and service a variety of beneficial sponsorship arrangements for UniSA Sport, its clubs and members.

#### Measures of Success:

- Annual club satisfaction survey results.
- Adequate annual funding support for UniSA Sport, clubs and additional University sport and recreation participation opportunities.
- Overall club structure in regards to operational governance and resulting participation engagement.

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