



UNSW 2025 Sport Strategy

Updated February 2022

Table of Contents

Foreword	5
Executive Summary	6
Key Achievements 2017-21	8
Strategic Objective 1	14
Strategic Objective 2	16
Strategic Objective 3	18
The Enablers	20



Acknowledgement of Country

UNSW Sport would like to Acknowledge the Bedegal (Kensington campus), Gadigal (City and Art & Design Campuses) and Ngunnawal people (UNSW Canberra) who are the traditional custodians of the lands where each campus of UNSW is located.



Photo courtesy of Arc Sport UNSW

Foreword

It gives me great pleasure to write this foreword 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. The challenge is to increase awareness and grow the current opportunities, complemented by new ideas and programs that are inclusive, intersectional and encourage ongoing participation, especially for women and minority and marginalised groups, acknowledging the particular barriers these groups face in sport.



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 Sport 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

Executive Summary

"Sport, active recreation, and physical activity has the ability to build communities, develop a strong sense of belonging and to celebrate culture. UNSW Sport is committed to developing this vision."

Mark Wright
UNSW Head of Sport & Local Community



As an alumnus of UNSW and Baxter College, I am extremely proud to Chair the Sports Advisory Council to support the UNSW 2025 Sports Strategy.

The UNSW Sport team are doing an excellent job delivering a new era of sport and active recreation, under the immense challenges of COVID, with integrity, transparency, and excellent relationships.

The value the Sports Strategy brings to campus life in terms of student experience, mental health and wellbeing for students and staff, alumni engagement and the creation of a wonderful community and sense of belonging, cannot be underestimated. UNSW continues to punch above its weight.

The Sports Advisory Council urges the university management to continue its excellent resourcing, funding, and support for sport at UNSW, and fully endorses the 2025 Sports Strategy.

Simon Poidevin

Chair, UNSW Sports Advisory Council



"The value the Sports Strategy brings to campus life in terms of student experience, mental health and wellbeing for students and staff, alumni engagement and help create a wonderful community and sense of belonging cannot be underestimated."

Simon Poidevin
Chair, UNSW Sports Advisory Council

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.

In 2017, UNSW launched the 2025 Sports Strategy to support the three strategic priorities of the UNSW 2025 Strategy – Academic Excellence, Social Engagement and Global Impact. It is important to Listen, Challenge and Support the students and the sporting community to provide opportunities to be fit, healthy and active. Sport, active recreation, and physical activity has the ability to build communities, develop a strong sense of belonging and to celebrate culture. UNSW Sport is committed to developing this vision.

The key achievements on pages 8-11 outline the success the strategy has already delivered; this refreshed strategy (2021) builds upon and elevates the outstanding work already completed to ensure UNSW is a leader in delivering the best student experience in Australia.

Sport in the 21st Century encompasses a vast range of experiences and settings in society. It has become an essential part of the community in many ways. UNSW Sport has a history of strong clubs, elite athletes, and success in high-level competitions. In Australia, and

the world, there has been a large growth of social sport, active recreation, fitness and movement, and less structured physical activity. UNSW Sport can make immense contributions in key areas such as student experience, future student recruitment and alumni engagement.

Sport, active recreation, and physical activity research shows increased benefits to mental health and wellbeing, by reducing disease, managing stress, increasing academic performance, improving the immune system, and increasing quality of life. The shared experiences which build community and a sense of belonging, increase the social capital which then benefits families, organisations, communities, entire nations and ultimately the world we live in. During the many COVID lockdowns, leaving the home was only permitted for three reasons if you were not an essential worker; to buy food, to access medical services and for exercise. Research has also shown that students who engage in extra-curricular activity, including through sport, have higher employability skills. UNSW Sport understands the true value of sport, active recreation, and physical activity and this refreshed strategy will deliver the outcomes to help ensure UNSW is a leading global university.

Mark Wright

UNSW Head of Sport & Local Community



Key Achievements 2017-21

Strategic Objective 1: Participation, Equity, Community

Objective: To increase participation, drive equity and build campus communities

Key achievements 2017 - 2021

- Launch of Active Women Strategy in March 2020
- 1608 participants in the 2019 SHE CAN programs (women's participation program)
- 400 International Students completed International Learn to Swim Program
- Increase in number of sports clubs from 35 to 39
- New sporting events integrated annually in UNSW Diversity Fest
- Inaugural Alex Blackwell Women in Sport and Indigenous Awards
- Introduction of two new Indigenous Scholarships and the Prue Watt Disability Sport Scholarship
- Two new Scape Group Accommodation Scholarships for athletes from regional areas (value \$25,000 each)
- Return of the UNSW Sport Hall of Fame
- Establishment of new UNSW Sport Team: Head of Sport, Sport Development Manager, Sport Community Engagement Manager, Media & Communications Officer, and transfer of Elite Athlete Program Manager from Scholarships Office to UNSW Sport



UNSW Alumnus Alex Blackwell & Active Women Strategy Student Representative Miriam Abd Elmesseh

Key Achievements 2017-21

Strategic Objective 2: Supporting Excellence

Objective: To support excellence

Key achievements 2017 - 2021

- 44 Australian Representatives, 30 Olympians including 3 Silver Medallists
- Highest ever performance at UniSport Nationals
- 22 current professional athletes studying at UNSW (2021)
- Introduction of 12 new High Performance Club Scholarships
- FISU Global Award Finalist for Gender Equality in Sport – Active Women Strategy (2021)
- Establishment of new UNSW Sport website
- Four UniSport National Snow Championships (2016-2017-2018-2019)
- Three National Water Polo Championships (2 Men 2018 & 2020 and 1 Women 2017)
- Five Sydney AFL Premierships (3 Women 2016-2017-2018 and 2 Men 2018-2019)
- KPMG Review of Sports Scholarships & Elite Athlete Program
- New Sport Scholarship Strategy launched in November 2020
- Review of former Elite Clubs and establishment of new High Performance Clubs



UNSW Alumnus Georgia Winkcup

Key Achievements 2017-21

Strategic Objective 3: Strengthen Partnerships

Objective: To strengthen partnerships

Key achievements 2017 - 2021

- 9 new sporting / community partnerships & ongoing relationships established including: NSW Rugby / Waratahs, Sydney FC, NSW Swifts, Souths Cares, Randwick Rugby, Sport NSW, Australian Turf Club, Arizona State University, Creating Chances
- Global Sporting Partnership established with Arizona State University (currently suspended due to COVID)
- Randwick Rugby Partnership resulted in 82 students enrolled (35 in colleges) at UNSW from 2016-2019
- Regional Education Tours with Souths Cares to 10 schools and Indigenous programs
- Sydney FC Projects and Initiatives with AGSM and International Students
- New partnership with NSW Netball and the NSW Swifts
- Internal partnership and alignment with UNSW Future Students, UNSW Scholarships and EAP
- Establishment of Sporting Horizons Program Pilot with six schools including Waverley College and St Catherine's
- Establishment of Changing the Game for University Pathways Program with Creating Chances and the NSW Sports High Schools



UNSW Elite Athlete Program member James Ramm

Key Achievements 2017-21

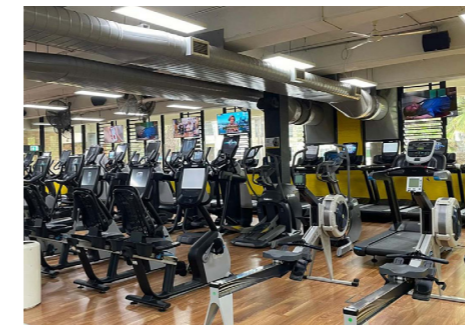
Enabler 1: World Class Environments



Key achievements 2017 - 2021

- Construction of new Village Green Wellness Precinct in June 2021 (completion estimated August 2022)
- Completion of revamped AFL & Cricket facility at David Phillips
- Extensive upgrade to facilities at Tarben Creek Rowing Club
- Construction of NSW Rugby Centre of Excellence (completion estimated for July 2022)

Enabler 2: Service Delivery Partnerships



Key achievements 2017 - 2021

- KPMG Review of Arc Sport
- Updated Service Level agreement signed with Arc in 2018
- New contract negotiated with Clublinks in 2020 for the management of the Fitness & Aquatic Centre
- Inclusion of Arc and Clublinks on Sport & Wellbeing Executive Committee

Enabler 3: Funding for Sport & Wellbeing



Key achievements 2017 - 2021

- Funding for 15 new scholarships (12 High Performance Clubs, 2 Indigenous and 1 Disability Sport)
- Establishment of new rugby scholarships funded by NSW Rugby
- 50% subsidy funding provided to UNSW sports clubs for use of Fitness & Aquatic Centre
- Funding for construction of new Village Green Wellness Precinct

Enabler 4: Governance & Management



Key achievements 2017 - 2021

- Establishment of Sports Management Board, now Sport & Wellbeing Executive Committee
- Establishment of Sports Advisory Council
- Establishment of Sport & Wellbeing Operational Team
- Establishment of Active Women Strategy Executive Committee



The vision will be delivered by three key strategic objectives by 2025.

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

KPI: 40% of all students and staff to participate in sport, physical activity, or active recreation by 2025

2. To support excellence

KPI: To establish the UNSW Sports Academy, including a sports degree or diploma by 2025

3. To strengthen partnerships

KPI: To manage 10 partnerships with sporting organisations and establish 10 new school partnerships

The three key strategic objectives will be underpinned by four enablers:

- World class environments
- Service delivery partnerships
- Sustainable funding for Sport & Wellbeing
- Strong governance and management

Strategic Objective 1

Participation, Equity & Community

Supporting PVCESE Strategy: Acting on Insight 1,2,3,4
Educators of Excellence 2,3 | Building Community 1,2,3,4

Objective
To increase participation, drive equity and build campus communities

Sport Participation at UNSW

The delivery of the world-class new Village Green Wellness Precinct, with Stages 2 and 3 to follow, provides a once-in-a-lifetime opportunity for UNSW to create a vibrant, engaged, connected and energetic campus as students, staff and visitors return en masse for the first time in two years. UNSW Sport will play a crucial role.

The Sports Strategy UNSW 2025 (published 2017) stated 10,000 students were participating in sport at UNSW from the total of 59,781 enrolled students (UNSW Annual Report, 2017) which is 16.7%. No participation data on staff, alumni or community members was recorded in the Sports Strategy UNSW 2025 (published 2017).

UNSW pledges to deliver an inclusive sports, physical activity and active recreation program which focuses on the student experience and the physical health, mental health, and wellbeing of the UNSW community – students, staff, alumni, and community members.



Measure of Success

- Complete Stage 1 of Village Green Wellness Precinct
- Start construction of Stages 2 and 3 of the Village Green Wellness Precinct
- Newly funded Wellness Precinct Manager
- New annual budget for Village Green Wellness Precinct Activation Strategy
- Arc Sport & Clublinks to develop new fun-based non-competitive student programs
- Sustainable funding for delivery of the Active Women Strategy & SHE CAN
- Deliver an extensive EDI policy
- Deliver new alumni engagement strategy
- Create International Student Action Plan in partnership with Students, Arc & Clublinks
- Funding for new CRM and new partnership with ActiveXchange – a digital platform to record and report live data
- All UNSW Sport staff to complete Indigenous Cultural training, UNSW Ally Training for LGBTQI+ and Mental Health First Aid, and to investigate further equity and diversity education opportunities
- UNSW Sport, Arc Sport & Clublinks to utilise LGBTQI+ inclusive practices for policies, programs and events
- Pride in Sport Committee to be established including student representation and relationship with Queer Collective to guide policy and strategy

KPI

40% of all students & staff to participate in sport, physical activity or active recreation by 2025



Support Excellence

Supporting PVCESE Strategy: Acting on Insight 2,3,4
Educators of Excellence 1,2,3,4
Demanding Standard 1,2,3,4 | Building Community 1,2,3,4

Objective To support excellence

High Performance Sport at UNSW

UNSW has a history of success at the very highest echelons of sport. UNSW was the first university to award sporting scholarships and has seen many scholars represent Australia, including 74 Olympians and Paralympians. The University in 2021 has over 30 current students, recent graduates, alumni, and UNSW club members playing professional sport in Australia and overseas.

A number of UNSW clubs compete at the highest level of competition in their sport. The representative teams consistently perform well and win championships at the UniSport Nationals (formerly UniGames).

UNSW is a founding member of the Elite Athlete Friendly Education Network, now known as Elite Athlete Education Network, which is managed and governed by Sport Australia and AIS. Thousands of student-athletes have been part of the program which gives the individuals the support they need to complete their studies whilst pursuing their sport, as well as mental health and wellbeing support. The flexible study, gym passes, travel grants and access to a range of student support services comprise a vital part of the success of high performance sport at the University.



UNSW Elite Athlete Program members Tim Putt, Amy Ridge & Nathan Power



Measure of Success

- A new UNSW Sports Academy at David Phillips Sporting Complex, which will include:
 - New high performance gym available to Academy Athletes and UNSW Academy Clubs
 - Professional sporting services including sports psychologist, physiotherapists, mental health support, strength and conditioning, future career planning
 - Introduce a new Focus Sports High Performance model incorporating the UNSW Clubs who will be affiliated to and managed by UNSW Sport and become UNSW Academy Clubs
 - Increase funding for Elite Athlete Program to increase numbers of participants to 200
 - Funding and grants for coaching qualifications
- Employ a new High Performance Sport Manager to start in January 2023
- Establish and launch a new sports degree or diploma in partnership with relevant faculties
- Introduce a "3 by 30" campaign to increase Ben Lexcen Scholarship fund to \$3M by 2030
- Create new "US College" style brand for all UNSW Representative Teams with focus on UniSport Nationals
- New sustainable funding for Blues & Sports Awards and Hall of Fame
- Establishment of UNSW Sporting Museum in Stage 3 of the Wellness Precinct

KPI To establish the UNSW Sports Academy, including a sports degree or diploma, by 2025



UNSW Elite Athlete Program member Tim Brand

UNSW Elite Athlete Program member Sean Andrews



Strengthen Partnerships

Supporting PVCESE Strategy: Acting on Insight 2,3,4
Educators of Excellence 1,2,3,4
Demanding Standard 1,2,3,4 | Building Community 1,2,3,4

Objective
To strengthen
partnerships

Sporting Partnerships at UNSW

UNSW has built a comprehensive portfolio of sporting partnerships in recent years which deliver significant and extensive return on investment in student experience, future student recruitment and alumni engagement for the university, students, staff, and alumni, as well as the university sports clubs themselves.

There has been a significant shift since the Sports Strategy was released in 2017 to move from branded sponsorships to educational partnerships with our sporting organisations.

The partnerships have provided pathways for future students, enrolments for mature students, support and increased opportunities for low socio-economic communities to access higher education and more prospects and pathways for the elite student athletes in their chosen sporting field.

The relationships and networks which have been fostered and built have also provided access to outstanding expertise and knowledge in the sporting industry.



Measure of Success

- Fund partnerships as education or university partners with the following sporting and educational organisations:
 - Currently: NSW Swifts, NSW Waratahs, Sydney FC, Sport NSW, Randwick Rugby, Souths Cares, Creating Chances, Australian Turf Club, Arizona State University
- Establish a new partnership with Sydney Swans
- Establish 10 partnerships with strategically identified Focus Schools
- Establish 5 new partnerships/relationships with key external media outlets
- Establish a formal partnership with Nura Gili
- Establish a new partnership with Pride in Sport
- Establish a new partnership with Surfing NSW

KPI

To manage and leverage
10 key partnerships with
sporting organisations and
establish 10 new school
partnerships





The Enablers

Enabler 1: World Class Environments – Facilities and Infrastructure

UNSW has three major outdoor sporting complexes – The Village Green on campus and David Phillips and Tarben Creek off campus. On campus is the Fitness & Aquatic Centre built in 1971, currently managed by Clublinks. The Village Green is due to re-open in 2022, when it will be transformed into a world-class Wellness Precinct and will include a FIFA and IRB standard synthetic field. David Phillips Sporting Complex has undergone the re-development of a new Cricket & AFL facility, and in 2022 the NSW Rugby Centre of Excellence will open, with a new home for UNSW Rugby on the adjacent field which was upgraded in 2019 to international standards.

Measure of Success

- Deliver Stage 2 & 3 of the Village Green Wellness Precinct including international standard Water Polo pool.
- Resurface both synthetic fields at David Phillips Sporting Complex and upgrade floodlights (Field 2 synthetic to meet NSW requirements for both hockey and football)
- Fund or provide a home venue for the UNSW Sports Academy Member Clubs Premier/1st Grade teams
- Extensive refurbishment of Sam Cracknell facility or provision of a new similar structure with office space, meeting rooms and function facilities
- Ensure all facilities meet gender equality requirements



Enabler 2: Service Delivery Partnerships

UNSW has a number of key partnerships for the delivery of sport, physical activity, and active recreation. Arc Sport have successfully delivered the student sporting experience for ten years. The Fitness & Aquatic Centre is managed by Clublinks. The success of this three-way partnership is essential for the delivery of sport, physical activity, and active recreation.

UNSW Estate Management play a pivotal role in the planning and construction of new facilities on campus, as well as maintaining the current facilities.

In 2021, Arc Sport managed the 39 sporting clubs which are the backbone in delivering a whole range of sporting opportunities for students, staff, alumni, and community members, from elite level competition to local and regional level competition, social programs, volunteering opportunities, coaching, officiating, and representing UNSW at UniSport Nationals.

Measure of Success

- Combine offices of UNSW Sport & Arc Sport
- New Service Level Agreement with Arc for delivery of student experience in sport, physical activity, and active recreation
- Ensure all service delivery partners (Arc Sport, Clublinks and Estate Management) and students have representation on UNSW Sport & Wellbeing Executive Committee, the Active Women Strategy Executive Committee and any Project Control Groups or equivalent
- Ensure the Active Women Strategy Executive Committee is consulted on all facility developments with regards to gender inclusive facilities



The Enablers



Active Women Strategy Ambassador Madeleine Cox

Enabler 3: Funding Clubs & Sport

To successfully achieve the strategic objectives and associated KPIs and deliverables in this strategy requires significant financial support. Despite budget moderations and the vast impact of COVID, UNSW Sport has a proven track record since the launch of the strategy in 2017 of delivering outcomes and results even in such challenging times.

Measure of Success

- i. Secure funding for post 2022 Sports Strategy stage gate 2 (2022-2025)
- ii. Establish a new UNSW Sport & Wellbeing Fundraising Committee to create a fundraising strategy
- iii. Update Terms of Reference for Sports Advisory Council with remit to support funding acquisition
- iv. Increase internal university funding and external funding for the delivery of sport, physical activity, and active recreation, specifically for:
 - a. Activation and ongoing operations for Wellness Precinct
 - b. Funding for Stage 2 and 3 of the Wellness Precinct
 - c. Establishment of UNSW Sports Academy, including the clubs in the academy
 - d. To secure the future of the Sporting Partnerships
 - e. Delivery of Active Women Strategy
 - f. Increased funding for Arc-affiliated sports clubs

Enabler 4: Strong Governance & Management

In 2012 UNSW Sport & Recreation was disestablished. The delivery of sport was sub-contracted to Arc Sport and Y-NSW. During this hiatus many processes, records and governance structures were lost. The appointment of a new Head of Sport and the launch of the Sport Strategy in 2017 introduced a new era of management. It took a period of time to re-establish the strong governance models, updated policies, and procedures, introduce new systems and build a new team of staff.

Measure of Success

- i. Develop one consistent brand for sport at UNSW (currently three UNSW, Arc, Clublinks)
- ii. Manage and operate the current governance and management model, including student representation:
 - a. Sports Advisory Council (quarterly)
 - b. Sport & Wellbeing Executive Committee (bi-monthly)
 - c. Sport & Wellbeing Operational Team (quarterly)
 - d. Sport & Wellbeing Fundraising Committee (quarterly)
 - e. Active Women Strategy Executive Committee
- iii. Meet Active Women Strategy mandate that minimum of 40% of the governance and management model
- iv. Increase levels of diversity into the governance and management model
- v. Every UNSW Sport event must include Welcome to or Acknowledgment of Country



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