



## Strategic Plan 2006-2008

### 1. Our Mission

To create opportunities and develop the environment for university students to participate in sport and physical recreation at all levels.

### 2. Our Vision

To create an environment where all university students can participate in or administer sport and physical recreation at a local, national and international level. To ensure students have the opportunity to transition seamlessly from secondary, through tertiary sport, and into national sporting organisations and competitions.

### 3. Key Principles

- » USNZ is a student-owned, student-controlled and student-focused organisation.
- » Democratic, transparent and accountable processes will govern USNZ assisted by strong and efficient internal systems.
- » USNZ will represent and lobby on behalf of its members.
- » USNZ will provide high quality national and regional inter-university competition for its members.
- » USNZ will act to keep the costs of participation as low as possible.
- » USNZ will provide national co-ordination and leadership to support the development of campus sport and recreation.
- » USNZ will foster sport and recreation as a relevant and important part of university life.
- » USNZ will provide opportunities for students to participate in all aspects of its operation; from governance to event management to sport administration.
- » USNZ recognises the importance of the partnership between Maori and non-Maori, and the status of Maori in society as expressed in the Treaty of Waitangi.

#### 4. Core Activity Areas

USNZ activity is mainly focused around two core activity areas:

- a) **Event Management** – to provide and create opportunities for New Zealand university students to participate in sporting competition at regional, national and international level by:
- » Ensuring the successful organisation and delivery of annual national competitions and events.
  - » Assisting members with the successful organisation and delivery of annual regional competitions and events.
  - » Encouraging and enabling participation by appropriately talented New Zealand university students in international competitions and events.
  - » Continuing to develop the quality and range of regional, national and international competition and events available to New Zealand university students.
  - » Investigating opportunities for USNZ to host relevant international competitions in New Zealand.
  - » Ensuring there is a healthy, vibrant, inclusive and safe social environment connected with national and regional competitions and events.
- b) **Sport Development** – to develop and maintain infrastructures, nationally and at campus level, to promote, facilitate and support student participation and administration in sport and recreational activities by:
- » Working with member universities to build and strengthen their campus club network and to enhance sporting programmes for their students.
  - » Providing appropriate training programmes for key personnel involved in the promotion and delivery of sport at a campus level.
  - » Fostering the sharing of best practice amongst club development officers, sports councils and other stakeholders.
  - » Building and maintaining a network of national student sports councils to assist with the development, promotion and support of student sporting opportunities.
  - » Linking with appropriate agencies (government, national and regional sports organisations, regional sports trusts and secondary schools sports organisations) to develop an integrated approach to sport development at a national and campus level.
  - » Providing leadership and advocacy in the development and promotion of sport and recreation on campus.
  - » Improving opportunities for under represented groups of students to participate in current or new areas of the USNZ programme.
  - » Developing events that will encourage greater participation by international students at member universities.
  - » Providing development opportunities for those involved in university sport administration.

## 5. Key Goals

University Sport New Zealand has five Key Goals that determine its strategies and drive its annual operating targets:

### a) Increased Profile

#### *Goals:*

- » To enhance the profile and credibility of university sport in the New Zealand sporting and tertiary education sectors.
- » For USNZ to further establish its position as the sector leading body for university and tertiary sport.

#### *Strategies:*

- » Develop strong and sustainable working relationships with key national and regional stakeholders.
- » Be viewed as a professional and relevant national sporting organisation through high quality governance, systems and practice.
- » Enhance the image of USNZ and of university sport in New Zealand through strong partnerships and the quality of event management and sports development.
- » Coherently articulate the relevance of university sport in meeting the key targets of partner agencies.
- » Improve the awareness of sport at university to secondary school students with the intention of improving post-school retention rates.
- » Create an energy and 'buzz about university sport through the quality of USNZ events and communications.
- » Enhance the profile of the USNZ brand within the university sport sector by initiating and implementing marketing strategies.
- » Target and promote elite athletes and high performing teams as success stories for individual universities and university sport.
- » Work with Universities to place sport and recreation as an important activity on their agendas.
- » Continue to promote the relevance of USNZ and its activities to the university sector and member associations.

### b) Increased Participation

#### *Goals:*

- » Year-by-year, increase the number of student participants in USNZ regional and national events.
- » Work with member Universities to continually increase the number of students taking part in campus-based sporting programmes; whether club sport or more recreational participation.

#### *Strategies:*

- » Maximise student attendance at current national and regional events by improved marketing and by identifying and reducing barriers to participation.

- » Enhance the current event portfolio with at least one significant new event each year.
- » Deliver a regional and/or national event for Maori university students.
- » Recognise, react to and support other lifestyle recreational activities growing in popularity within the sector.
- » Be mindful of maintaining a balance between mass student participation in sport and recreation and elite high performance sport.
- » Be pro-active in identifying groups of students facing specific barriers to participation and develop regional or national events to cater accordingly.
- » Develop a clear understanding of the factors determining student participation in sport and recreation, including those affecting the transition from school to university.
- » Use this understanding to facilitate participation pathways for students at campus, regional and national levels.
- » Develop effective sport models and knowledge transfer programmes for all university sport activities.
- » Take a lead role in developing both generic and campus specific strategies to increase on-campus sports participation.
- » Develop a web-based resource library for university clubs.

### **c) Improved High Performance**

#### *Goals:*

- » Provide well managed opportunities for high performance student individuals and teams, both within NZ and overseas.
- » To be recognised as a capable partner organisation for other high performance agencies.

#### *Strategies:*

- » Continue to develop and enhance relationships with key high performance multi-sports agencies including the NZ Olympic Committee and the NZ Academy of Sport.
- » Continue to develop and enhance relationships with relevant national sporting organisations, based on the relevance of World University Games (summer and winter) and World University Championships to their own high performance programmes.
- » Continually improve medal-winning and overall performances at 2006 WUCs, 2007 WUGs and 2008 WUCs.
- » Be an active member of FISU (International University Sports Federation).
- » Secure and host a FISU event in 2008 or 2010.
- » Develop a coherent strategy for offering high quality competition to NZ Universities representative teams whether in NZ or overseas.
- » Sign and implement a Memorandum of Understanding with Australian University Sport.
- » Further develop, in conjunction with Australian University Sport and relevant NZ national sporting organisations, a wider programme of trans-Tasman representative events.

- » Encourage, by the enhancement of the quality of events, university teams and individuals to improve their own performance standards.
- » Co-ordinate a greater support of national sporting organisations' high performance plans by the university sector.

#### **d) Better Structures**

##### *Goals:*

- » Review and update the structures, policies, operating procedures and delivery mechanisms of USNZ.
- » Assist member campuses to deliver more effective sports participation and performance programmes.

##### *Strategies:*

- » Practise and further good models of governance and management for USNZ.
- » Review and consider options and opportunities regarding USNZ's membership base.
- » Consider and, where necessary implement, changes to the current sports-specific delivery model (sports council) with the intention of producing a 'top-to-bottom' mechanism for each sport.
- » Establish integrated sporting pathways, both within and outside the university sport system, on a sport-by-sport basis to facilitate that sport's development within the university system.
- » Assist member campuses to adjust their own sports delivery structures, particularly focusing on good practice already within the sector.
- » Pilot working models between member campuses and national / regional sports organisations.

#### **e) More Secure Resources**

##### *Goals:*

- » Provide a strong human and financial resource base for the delivery of high quality university sport events, products and services.
- » To assist and advise USNZ members on the resources necessary to deliver high quality sport and recreation programmes.

##### *Strategies:*

- » Identify future threats and opportunities to USNZ's resource base.
- » Investigate alternative income streams.
- » Progressively reduce the reliance on member levies.
- » Enhance corporate sponsorship investment through improved branding, marketing and media awareness.
- » Attain and maintain organisation reserves at the equivalent of 1 year's levy income.
- » Lobby effectively on behalf of the organisation and its members.
- » Employ, reward and retain high calibre staff.
- » Work nationally and regionally with member campuses to secure additional resources for facility and programme developments.