



STRATEGIC PLAN 2018 – 2020

Introduction

University and Tertiary Sport New Zealand (UTSNZ) was established in 2015 to lead a return to quality competitive inter-tertiary sport in New Zealand and drive a renewed focus on the value, profile and delivery of tertiary sport.

A quality competitive sport structure at the tertiary level can provide a range of benefits to students, tertiary education institutions and the sport system. These include enhancing the student experience, academic attainment and employability, as well as strengthening domestic and international sport performance.

Value
Refer to the
Academic and
Sport Value
Statements

Realising these benefits has significant potential for university and tertiary institutions looking at attracting students, for national sport organisations in developing their community sport and performance pathways, and for enhancing student outcomes.

However, over the last decade, tertiary sport in New Zealand has not been delivering on this potential. The sport offerings in many cases have become more social than sporting, the competition structure has not been working optimally with national sporting organisations, and sport on campus hasn't been delivering the broader value for students that can be created through representing their tertiary institution.

We believe that its vital to turn this around and get tertiary sport up and running again as a vehicle for student achievement in both sport and education, as well as contribute to improved graduate employability.

This strategy outlines the rebuild of the pathways and frameworks that need to be in place for the quality, sustainable delivery of inter-tertiary sport. It is a pragmatic and focused strategy that recognises that we, national sporting organisations (NSOs), tertiary education institutions (TEIs) and key stakeholders in sport, education and employment, all need to work together collaboratively. This to build a foundation for improving the depth and breadth of tertiary sport.

Vision

New Zealand university and tertiary students realising their potential through sport.

Outcome

By 2020, there is an increase in the number of NZ university and tertiary students representing their tertiary institutions in competitive inter-tertiary events at a national and international level.

1. Our Purpose and Strategic Approach 2018-2020

Our Purpose

UTSNZ exists so that New Zealand university and tertiary students can represent their tertiary institution in sport at a national and international level.

Our 2020 goal will only be achieved if students get value from the sporting opportunities offered to them, and if we and the tertiary and sport sectors work collaboratively and consistently to ensure those opportunities are of quality.

In the next three years, the focus will be on reviving national tertiary competition, lifting the standard of these competitions (delivery and performance standards), and facilitating pathways to international opportunities. Alongside this we will look to facilitate increased opportunities for the training and development of students in sports administration, coaching and officiating in recognition that tertiary students are the workforce of the future.

Our Aims

- To build and support competitive sport in the tertiary sector.
- To establish and support competitive inter-tertiary sporting competitions delivered by NSOs in partnership with TEIs.
- To establish pathways for university and tertiary students to represent New Zealand and/or their tertiary institution on the world stage.
- To use national and international representation as a catalyst to grow and promote participation in sport at the local tertiary campus level.
- To facilitate mutually beneficial relationships between NSOs and tertiary institutions through strategic MoUs based on shared objectives and agreed capacity.
- To lead and advocate for tertiary sport as an essential component of a successful sport and education system.

This Helps To

- Increase the recruitment and retention of school leavers in sport as they transition into tertiary institutions through the provision of relevant and appropriate sporting opportunities.
- Support the development of coaches, officials and volunteers, through work placement and internship opportunities to support future workforce development.
- Provide a pathway to international competition and success.
- Deliver a unique value-add to student engagement and achievement.
- Increase the profile of NZ tertiary institutions and their relevance within the sport and education system.

The student population in tertiary education is a large and diverse population group. There are over 100,000 students full-time in New Zealand's eight universities, plus an additional 61,000 studying in technical institutes alone. In 2015, over 420,000 students were enrolled in formal study programmes, including 61,400 international students.

While we have, by international standards, a healthy tertiary education and community sport system with relatively high levels of participation, we still have some challenges.

Our Current Environment

Some systemic challenges we face:

- The sport sector focus on primary and secondary sport is ongoing and distracts from the significant issue of the 17-25-year age group 'drop off' point for participation in social and competitive sport.
- The lack of quality tertiary sport offerings further encourages early specialisation/over-emphasis on competitive secondary school sport, to the detriment of some young people.
- There is a gap in sport strategies and talent development approaches for 18-24 year olds and tertiary students amongst our key partners (NSOs and Sport NZ).
- There is a gap in the national sporting calendar in relation to tertiary sport.
- TEIs need time to equip themselves to support more sport events, and students need more time to identify with events.
- The broader value of sport at tertiary level, particularly in relation to student engagement, student achievement and overall performance, is not always understood by decision-makers.

However, our current environment also has some key strengths:

- There is a high uptake of sport in primary and secondary schools. This is the result of years of focus and efforts by national sport organisations, regional organisations and clubs, and Sport NZ. This means more students coming through, and needing, ongoing competitive pathways post-school.
- Many sports are beginning to be pro-active about expanding their presence in the tertiary space and are looking to focus on and resource this area.
- Tertiary institutions increasingly see the value of quality sport as a vehicle for attracting enrolments and retaining students.
- The evidence base for the value of sport at tertiary level is growing.

Tertiary sport needs to be flexible, dynamic and exceedingly well-run to meet the needs of not just the diverse student population, but the many sports and stakeholders potentially interested in this space.

The needs and outcomes of TEIs who are responsible for their students and student outcomes must be met, and the value of sport as a vehicle to achieve these outcomes needs to be better understood.

In addition to this, the aspirations of our students, who don't just wish to participate, but wish to excel and advance in national and international environments (whether as an athlete, coach, manager, official or sports administrator) need to be delivered to.

2. Our Strategic Focus Areas 2018-2020

This plan outlines the areas UTSNZ will focus on to achieve our 2020 goal and the steps we need to take to do this. We have identified four strategic focus areas that we consider the building blocks for the reinvigoration of university and tertiary sport.

1. Quality Events

Quality events are the backbone of competitive tertiary sport. A key objective is rebuilding the national competition structure; however, this is a lot more complex than just creating the events. To see a quality, dynamic and sustainable tertiary sport environment, we need to ensure quality offerings from those sports already in the tertiary space, work with other sports to enter them appropriately into the tertiary calendar and work with TEIs and students to ensure events are fit-for-purpose and of value.

Event structure needs to be regular, yet flexible enough to meet the differing needs of students and the diverse offerings of sports. Events need to support and build domestic competition and offer a bridge into international competition.

Event structure must also respond to the changing needs of participants and the global trends within sport. Increasingly, there is a shift at the international level towards new and innovative participation opportunities and events - such as modified formats/team sizes, mixed gender teams and an increase in action sports within international event programmes such as the Olympic Games. Consideration of these trends will be a key factor when developing the UTSNZ event portfolio, as there is an opportunity for tertiary sport to cater not only to the traditional sports and participation model, but to also be a hub for innovation and an environment within which to identify and nurture talent in alternative and developing sports.

In the next three years, we will be focusing on establishing a programme of National Tertiary Championship events which address these needs and opportunities. We will provide opportunities for students to participate as athletes, managers, coaches and administrators. We will also be focusing on an increasing participation in the International World University Events Programme (FISU) and other high performance events.

2. Partnerships and Collaboration

Critical to achieving our objectives is that both the tertiary sector and the sport sector understand the value that is contributed to their respective missions, from the intersection of sport and tertiary education.

Tertiary sport needs to be fully incorporated into broader sport system strategy, planning and delivery. This 'whole of sport' approach is key to working effectively and efficiently across multiple partners.

Establishing this strategic and collaborative approach is a high priority.

- We need to establish, develop and maintain links with national sporting bodies as the drivers of participation and leaders of high performance sport. Each sport – driven by its NSO – will be a partner in planning and running the events, supported by university and tertiary institutions through use of facilities, staff, expertise and skills.
- We need to particularly support NSOs to grow their pathways for 18-24 year olds as the athletes, coaches, managers and the sports administrators of the future. We will be focusing on building

partnerships with NSOs to ensure tertiary sport is identified and valued within their strategic plans and performance pathways.

- We need to firmly establish tertiary sport as a critical part of the talent development space and work with key players in the sport sector to deliver an end-to-end service to young athletes.
- We need partnerships with those driving workforce development, as we look to collaborate, plan and deliver better networks and opportunities for graduates in sport-related fields.
- We need to strengthen participation in tertiary sport through effective partnerships with stakeholders addressing secondary school to tertiary linkages.
- We need to work with TEIs to promote the value of tertiary sport and ensure that sport offerings add value to students and their institutions.
- We need to build and foster international partnerships.

We intend to formalise partnerships through mechanisms such as MOUs, joint plans and relationship agreements where possible. We already have some of these in place, and we will be looking to establish more in the coming year. Increasingly, and longer term, these agreements will look to take a 'whole of sport' approach identifying mutually beneficial strategic opportunities across multiple facets of tertiary and sporting environments i.e. agreements that address not just events, but the opportunity to develop coaches, managers and the sport administrators of the future, maximise the use of resources and facilities and align research needs.

3. Profile and Promotion

We need to re-establish the value of tertiary sport, particularly in the tertiary sector and with students. We need to promote smartly and reach the right audiences to increase engagement.

Quality tertiary sport, domestic and international, provides clear sport-based benefits (athlete/coach/volunteer development) and can contribute to increased graduate employability - both enhancing wider university profile and recruitment.

Increased university profile offers unique opportunities for student athletes, volunteers and officials to gain a sense of pride in representing their respective universities, this contributing to a positive student experience.

Increased profile may also help drive commercial partnerships that may benefit and drive the expansion of sport programmes longer term.

International opportunities, as a result of sport affiliations can also stimulate valuable international linkages with overseas counterparts creating new recruitment opportunities.

Celebrating success and profiling achievements is also a way to ensure staff and alumni continue to engage with the university.

WUG's are the second largest multi sports event in the world after the Summer Olympics.

9000 + competitors representing 170 countries. 60% of athletes' progress to Olympic representation.

WUC's are elite level, single sport events with many being close in standard to U23 World Championships.

WUL's are competitions between *university teams*, rather than between national teams aiming to expose individual universities and help student athletes to step out onto the International stage.

4. Knowledge, Insights and Advocacy

We want those involved in tertiary sport to have access to information, data and good practice knowledge. This will help to ensure that what we deliver is relevant, meaningful and quality.

We want sector-led collaboration to complete and utilise research. We want to encourage further building of the evidence base through high quality, credible research, monitoring and evaluation. We need to advocate more for the value of tertiary sport with key decision-makers and provide evidence to support this. Working with partners to discuss monitoring and evaluation components to all our work, and specific opportunities for research and establishing a research agenda will be priority in our partnership approach. We recognise significant expertise, experience and thought leadership in this area lies with our partners and sharing knowledge and best practise will be key to driving change.

We will also place tertiary student needs at the heart of UTSNZ. Increasingly in the world of sport participant voice is being formally recognised in the governance structures of national sporting entities. We will ensure NZ's student athlete voice is heard, valued and responded to, The UTSNZ Student Athlete Commission established in 2016 will be one mechanism to support this objective.

3. How We Intend to Deliver

This is our first strategic plan as a new organisation, and in it we are focusing on consolidating our role, delivering some core objectives and laying a platform for growth from 2020. There are some key outcomes we are looking to achieve as we take this journey.

We want to:

- Be a trusted partner and facilitator of quality sport that adds value to all partners.
- Be an advocate for the value and importance of competitive sport in students' lives.
- Deliver on our commitments and be accountable to our members.
- Be a catalyst for change and a conduit for opportunity.

Our Core Values

1. FOCUS. As an organisation our core focus is around reviving competitive inter university / tertiary sporting events in New Zealand, lifting the standard of these competitions and developing pathways to international sporting opportunities.

2. GROWTH. We believe as many students as possible should have the opportunity to challenge and better themselves through their sport Our role is to foster this aspiration and help facilitate opportunities for its realisation on a national and international level.

3. EFFORT. It is our belief that effort rarely goes unrewarded. We believe in working hard towards a goal and as such are firm advocates for high standards of etiquette, clean competition and fair play.

4. SUCCESS. We believe in celebrating success. We believe that when we do well we are not just doing so for ourselves, but we are also representing our wider community, our universities, polytechnics, friends and family.

5. VICTORY. We believe that dreams are fragile and hard won. In striving for success at an international level we extend the possibility of dreaming to the next generation.

6. PARTNERSHIP. We believe that no sport is an island and that no venture can truly succeed without the support of many partners. Our whole structure is built around collaboration and partnership to ensure long term sustainability.

4. Roles and Responsibilities of UTSNZ and key stakeholders

As we have noted, partnerships and collaboration are critical to achieving our objectives. As we work with partners and stakeholders to deliver this strategy, we also want to work on establishing clarity and consistency regarding roles and responsibilities in the tertiary sport sector. Below we outline the broad roles of key partners in the sector.

UTSNZ: UTSNZ is primarily an enabler and a facilitator. Our role is to advise, support and assist in the rebuild of the pathways and frameworks for the quality, sustainable delivery of inter-tertiary sport. As our partners look to develop, implement and evaluate their tertiary sport programmes and approaches, we can offer:

- Partnership on events where there is capability and capacity assessed against quality criteria.
- Advice on and enabling of national and regional partnerships, and facilitation of a cross-sector view.
- Expertise and experience in developing competition standards and policies, and in understanding and assessing quality.
- A mechanism to identify and foster talent.
- International linkages as the New Zealand affiliate of the International University Sports Federation (FISU) and through other international relationships.
- Participant/student voice and insight.

Tertiary Education Institutions: TEIs are the setting, an enabler and a key stakeholder in promoting and delivering quality tertiary sport. They can offer:

- Leadership, planning and strategy for campus-based sports participation (competitive and social).
- Resources (e.g. staff, funding, sponsorship etc.) for tertiary sport.
- Quality control, monitoring and evaluation.
- Targeted research to support knowledge building.
- Provision of education and training opportunities to develop the sport system and workforce.
- Provision of built facilities, sports fields and open spaces, skills and expertise.

National Sport Organisations: NSOs are responsible for the growth and health of their sport. They are the key stakeholder for delivery of sport, and leaders in athlete/coach development and quality assurance. They can offer:

- Partnership in planning and running events within the framework of the inter-tertiary competition(s).
- Planning, technical running of events and monitoring of quality control and impact.
- Leadership and support for stakeholders to ensure they have in place suitable athlete development pathways, management, personnel and plans to support tertiary sport.
- Programmes supporting the development of coaches, officials and volunteers through placement and internship opportunities to support the development of the future workforce of tertiary sport.
- Research, good practice tools, resources and information relating to their sport.

Sport NZ/HPSNZ: Sport NZ's primary goal is to develop and sustain a world-leading community sport system across New Zealand, to which TEIs contribute to. HPSNZ enables and invests in targeted high-performance sport to ensure suitable athlete development to deliver results at elite levels. In terms of the tertiary sector, the Sport NZ Group offers:

- Funding and support.
- Research, coordination and talent identification and development best practice tool kits, resources and information to the wider sporting sector at all levels.

Regional Sports Trusts: RSTs provide support for general sport participation and coordination at regional level.

For the tertiary sector, they assist through:

- Supporting athlete development within their region.
- Leading regional collective development planning and sharing best practice.
- Supporting clubs, coaches, volunteers, and key organisations and groups within their region to access sport, from participation to competitive sport.

Students/UTSNZ Student Athlete Commission: Students are at the heart of UTSNZ. In relation to tertiary sport, they are central in:

- Providing feedback, participant voice and insight on matters pertaining to student sport participation and achievement which will help ensure opportunities are relevant, meaningful and valued.
- Supporting and driving student-led engagement and participation within their own tertiary institutions.

Appendices:

We want to be clear about what we need to do, and what we intend to deliver. The following Appendices summarise the key drivers, tactics and performance indicators that we will use to monitor our strategic approach for the next three years.

Table 2: Focus Area KPIS

OUTCOME	FOCUS AREAS/KEY DRIVERS	KPIS
By 2020, there is an increase in the number of NZ university and tertiary students representing their tertiary institutions in competitive inter-tertiary events at a national and international level.	Quality Events	<ul style="list-style-type: none"> • Number of students participating in national inter-tertiary and international events • Number of national inter-tertiary events sanctioned and delivered • Number of performance / international event opportunities available to students • Satisfaction of tertiary students involved with sanctioned national inter-tertiary events regarding the quality and relevance of the events
	Partnerships and Collaboration	<ul style="list-style-type: none"> • Number of MoUs signed with NSOs • Number of NSOs who have tertiary sport documented within their strategic plans and performance pathways. • Number of MoUs between NSOs/RSOs and tertiary institutions • Number of tertiary institutions competing in national inter-tertiary events facilitated and supported by UTSNZ • Number of UTSNZ members
	Profile and Promotion	<ul style="list-style-type: none"> • Awareness of competitive inter-tertiary sport opportunities and UTSNZ facilitated events by key stakeholders - survey • Level of engagement with UTSNZ communication platforms (social media, FB, Instagram, website)
	Knowledge, Insights and Advocacy	<ul style="list-style-type: none"> • Level of tertiary sport research conducted • Satisfaction of the level of information, data and good practice knowledge available by key stakeholders

Table 2: Key Initiatives and Tactics

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INITIATIVES – strategic plan level	TACTICS - operational plan level	Business Plan Measure
Quality Events		
National Inter-tertiary Events Programme	<ul style="list-style-type: none"> • Identify participation opportunities and events that connect to NSO strategic priorities and pathways for participation and success. • Facilitate the establishment of competitive, inter-tertiary national sporting competitions delivered annually by NSOs as the drivers of participation, in partnership with tertiary institutions. 	•
Performance / International World University Events Programme	<ul style="list-style-type: none"> • Establish pathways for tertiary students to international competition through membership and participation in international sporting bodies and competitions - in particular World University Championships/Leagues and World University Games events. • Work with NSOs to identify competitive, performance based playing opportunities beyond National Tertiary Championship events 	•
Sanctioned Competitions and Events	<ul style="list-style-type: none"> • Develop, establish and grow an agreed inter-tertiary competition model. • Develop an event sanctioning process to ensure national inter-tertiary events are high quality, relevant, accessible and safe. • Develop and implement policies and guidelines ensuring agreed values, requirements and underlying principles of tertiary sport and UTSNZ events are upheld. • Monitor and review national inter-tertiary events and report back to NSOs, event organisers and key stakeholders to ensure events remain relevant, accessible and high quality. 	•
Partnerships and Collaboration		
Strengthened delivery of tertiary	<ul style="list-style-type: none"> • Establish relationships and effectively engage with NSO partners 	•

sport through effective NSO partnerships	<p>identifying tertiary as a sector for growth and/or retention of participants.</p> <ul style="list-style-type: none"> • Establish and maintain mutually beneficial relationships between UTSNZ, NSOs and tertiary institutions through strategic MoUs based on shared objectives and agreed capacity. • Ensure tertiary participation strategies and pathways are formally integrated and clearly articulated within NSO strategies and plans. 	
Strengthened participation in tertiary sport through effective partnerships and engagement with tertiary institutions	<ul style="list-style-type: none"> • Establish and maintain effective partnerships with tertiary institutions to achieve mutually agreed outcomes relating to tertiary sport. • Work with tertiary institutions to raise the profile of competitive tertiary sport within their strategies and delivery plans. • Support tertiary institutions and NSOs to develop their local/regional sporting offer to tertiary students. • Share and promote the value proposition relating to competitive tertiary sport, in particular highlighting the relevance to tertiary institutions' business needs and student outcomes. 	<ul style="list-style-type: none"> •
Strengthened participation in tertiary sport through effective partnerships, in particular those addressing secondary to tertiary linkages	<ul style="list-style-type: none"> • Participate on a frequent basis in forums of key stakeholders including Sport NZ, HPSNZ, NSOs, RSTs and other relevant organisations. • Explore links and identify initiatives in partnership with NZSSC and secondary sport stakeholders to ensure a joined up pathway of secondary to tertiary participation. 	<ul style="list-style-type: none"> •
Strengthened participation in tertiary sport through effective international partnerships	<ul style="list-style-type: none"> • Maintain effective working relationships with international bodies, in particular the International Federation of University Sport (FISU), FISU Oceania and Australia University Sport. • Explore and develop International MoUs that facilitate competitive, performance based participation opportunities 	<ul style="list-style-type: none"> •
Profile and Promotion		
Increased awareness of inter-tertiary sport and UTSNZ	<ul style="list-style-type: none"> • Develop and implement a targeted marketing and communications campaign (including social media and digital strategies, and 	<ul style="list-style-type: none"> •

facilitated events	stakeholder communications plan). <ul style="list-style-type: none"> • Work with tertiary institutions and NSOs to raise the profile of tertiary sport, through the identification and publication of good news stories at a national, regional and local level and celebrating success. 	
Increased media and profile of tertiary sport, including participating institutions and athletes	<ul style="list-style-type: none"> • Establish targeted media relationships to regularly provide tertiary sport news and stories. • Review, retain and deliver the University Blues Awards as a key event to recognise achievement in tertiary sport, profile athletes and generate media interest. 	<ul style="list-style-type: none"> •
Knowledge, Insights and Advocacy		
The tertiary sport value proposition is better understood and valued	<ul style="list-style-type: none"> • Build and promote the value proposition for sport to positively impact academic and social outcomes at tertiary institutions. • Build and promote the value proposition for tertiary institutions to positively impact the sport sector, and wider community outcomes. • Engage with and advocate to external agencies the importance of tertiary institutions in the sporting landscape, in particular to Sport NZ, HPSNZ, NSOs and RSTs. • Establish and manage student advisory and sports advisory groups. • Establish and strengthen strategic alliances between UTSNZ and other agencies e.g. Sport NZ, NSOs, RSTs, NZSSSC, Auckland Sport, NZOC, Ministry of Health, and Ministry of Social Development. • Continue to advocate for an increased research in the tertiary sport space. • Participate on a frequent basis, in forums of key stakeholders including NSOs, RSTs and other relevant organisations. 	<ul style="list-style-type: none"> •
Those involved in competitive and high performance tertiary sport have access to information, data and good practice knowledge.	<ul style="list-style-type: none"> • Support members with relevant and varied professional development through events, conferences and networking opportunities. • Collect data on current participation in tertiary sport required to 	<ul style="list-style-type: none"> •

	<p>support value propositions and investment applications.</p> <ul style="list-style-type: none">• Collate and share research, knowledge and good practice with members and those involved in delivering tertiary sport.	
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