

UTSNZ

Strategy Refresh

EXECUTIVE SUMMARY

STRATEGY REFRESH

UTSNZ recently completed a targeted consultation process to discuss current strategy and future direction with members and selected stakeholders.

The purpose of the consultation was to check in on where the organisation is going and may need to go, as well as where UTSNZ could and should focus its energies to best support university and tertiary needs bearing in mind the new educational landscape, as well as changes in the sport and government sectors.

As a result of consultation, UTSNZ has made a number of recommendations designed to ensure we continue to work towards an aligned message and vision that all tertiary institutions can buy into and engage with, that we are working towards a relevant, modern, sustainable and student centric model and that we are maximising current opportunities in the tertiary sport space.

Far from wholesale change, it is proposed that UTSNZ continues doing what it already does, evolving from sound, pragmatic beginnings and continuing to focus on the national programme of events and facilitation of international opportunities.

There are also however, some new things UTSNZ needs to do and some things to strengthen, in order to stay relevant and be sustainable. For example, strengthening the alignment between UTSNZ events and initiatives with academic learning outcomes is seen as a key area for future growth, and there is a call for UTSNZ to increase its ability to support members and advocate through research and the facilitation of knowledge sharing.

These areas are not real departures from the current strategy, more a progression within it to ensure the organisation supports its members in the best possible way.

RECOMMENDATIONS

There are a number of recommendations that UTSNZ believes will see the entity continue to progress, as well as position it where it can deliver the most value to its members. These fall under the four focus areas of the current UTSNZ strategy.

1. Quality Events
2. Partnerships and Collaboration
3. Knowledge, insights and advocacy
4. Profile and Promotion

WHERE TO NEXT?

Work has started on a number of the recommendations and key actions. The remaining recommendations will be prioritised, costed and phased for successful implementation. UTSNZ will seek input from appropriate organisations and stakeholders to implement these actions.

01 CONTINUE

Quality Events Programme

- Continue to improve the quality of the student experience at all UTSNZ delivered and endorsed events through sport and non-sport means, including sponsorship, entertainment, brand engagement and enhanced NSO involvement, where this can be demonstrated to be of value.
- Continue to increase and leverage rivalry between institutions.
- Increase 'representation' beyond student athletes through integrated learning opportunities that directly complement learning pathways and student skill development, and better connect to the academic mission of tertiary institutions i.e. make the skills agenda a central to the programme and offerings being made to New Zealand tertiary students.
- International Steering Committee complete a review of the international programme and activities.
- Continue to increase awareness of international opportunities, in particular those available for student leaders, volunteers and future administrators.

02 EXPAND

Partnerships and Collaboration

- Confirm event rights and IP in relation to tertiary sport offerings.
- Develop an appropriate and comprehensive sponsorship prospectus that will assist in growing commercial partnerships.
- Grow commercial income through acceptable investment and realistic expectations of potential benefit to sponsors and commercial partners, whilst ensuring the continued improvement of the student experience as a result.
- Expand and build on NSO Memorandums of Understanding (MoUs) to address not just events but also the opportunity to develop coaches, managers, administrators and the sports workforce of the future, as well as the strengthening of regional relationships.

03 STRENGTHEN

Knowledge, Insights and Advocacy

- UTSNZ to provide a stronger evidence base to demonstrate value to members and support investment in tertiary sport in New Zealand.
- Increased advocacy for the value of tertiary sport with key decision-makers.
- Establishment of a specific research agenda and a central repository for knowledge pertaining to tertiary sport.
- Support staff and members with relevant and varied professional development opportunities through forums, appropriate conference programmes, and informal networking and engagement events throughout the year.

04 INCREASE

Profile and Promotion

- Significantly raise the profile of UTSNZ within tertiary communities and externally with key strategic partners.
 - Manage messaging around major events, tertiary sport initiatives and other stories, both through existing UTSNZ communication channels and selected press release activity.
 - Increase visibility and profile with the national media and pursue TV/broadcast opportunities to reach a wider audience and raise profile to another level.
-

UTSNZ Strategy Refresh

Introduction

Since establishment in 2015, University and Tertiary Sport NZ (UTSNZ) has grown positively and made significant progress towards its initial objective of reviving competitive inter-tertiary sporting competitions in New Zealand, lifting the standard of these competitions and developing pathways to international opportunities.

The environment has also changed fundamentally over the same period, however.

In response, UTSNZ has recently completed a targeted consultation process checking in on current strategy and future direction with members and selected stakeholders.

The purpose of consultation was to clarify and confirm where the organisation is going and may need to go, as well as where UTSNZ could and should focus its energies to best support university and tertiary needs more generally, as well as universities own individual strategies and approaches. This bearing in mind the new educational landscape, as well as recent changes in the sport and government sectors.

As a result of consultation, UTSNZ has made a number of recommendations designed to ensure we continue working towards an aligned message and vision that all tertiary institutions can buy into and engage with, that we are working towards a relevant, modern, sustainable and student centric model and that we are maximising opportunities in the tertiary sport space.

Far from wholesale change, it is proposed that UTSNZ continues doing what it already does; evolving from sound, pragmatic beginnings and continuing to focus on the national programme of events and facilitation of international opportunities.

There are also however, some new things UTSNZ needs to do and some things to strengthen, in order to stay relevant and be sustainable. For example, strengthening the alignment between UTSNZ events and initiatives with academic learning outcomes is seen as a key area for future growth, and there is a call for UTSNZ to increase its ability to support members and advocate through research and the facilitation of knowledge sharing.

Overall recommendations are not a real departure from the current strategy, but more a progression within the existing strategic framework to ensure the organisation supports its members in the best possible way.

Work is already underway on a number of the recommendations, with actions seeking to build on successful programmes and events that are already in place, as well as expand and strengthen others.

This interim consultation and the resulting recommendations will serve to shape the priorities and focus areas for 2020, with a view to further strengthening the platform for a new strategic plan 2021 and beyond.

Background

UTSNZ was created in Nov 2015, the new organisation taking over from the former University Sport New Zealand, a historic provider of inter tertiary sport.

The aspirations of the new organisation were pragmatic and targeted.

In the initial stages, the core objectives of UTSNZ were to revive competitive inter tertiary sporting competitions, lift the standard of these competitions and develop pathways to international opportunities.

Once established the organisation was to then widen its strategic focus, facilitate the development of a tertiary sports strategy including pathways and frameworks, plus facilitate research and advocacy regarding the relationship of sport to student well-being and achievement.

A core single outcome was agreed upon in the first strategic phase 2018-2020 that *“by 2020 there is an increase in the number of university and tertiary students representing their tertiary institutions in competitive inter-tertiary events at a national and international level”*. The focus was on the establishment of high-quality competition structures which had gradually disappeared under the reins of the former entity.

In simple terms, UTSNZ was created to facilitate positive engagement in sport through national and international events – a central tenet to which the organisation has returned consistently when challenging and refining its priorities and tactics.

The focus areas identified as critical in achieving this outcome being and which formed the existing strategic framework were:

1. Quality Events
2. Partnerships and Collaboration
3. Knowledge, Insights and Advocacy
4. Profile and Promotion

Revisiting context.

The Tertiary Education Environment

Tertiary education institutions are being asked to better equip individuals with the skills and qualifications needed to participate effectively in the labour market. Wider expectations for tertiary education is a contribution to student experience and student well-being leading to improved outcomes for individuals and society as a whole.

Significant landscape changes have occurred since 2015. The increasing mental health and wellbeing issues surrounding students are placing unprecedented demands on tertiary institutions to deliver an enhanced student experience. Anecdotally, students are arriving less well-equipped, less mentally resilient, with increased prevalence of mental health issues, burnout and stress. Universities are responding to this challenge, including with the provision of a wide range of physical activity,

recreation and sport opportunities in recognition of the role these can play in improving overall health and well-being.

What is less clear is how well competitive sport is recognised and valued universally across tertiary institutions, and how it will fare as part of this experience. UTSNZ believes sport can make a real and measurable contribution to the student experience. The challenge is proving the value and return on a national participation model for the competitive few versus investment in local, campus-based initiatives for a wider student population.

Taking a positive and optimistic approach, looking ahead to 2020 it could well be that university and tertiary sport in New Zealand is better placed than ever before to grow and develop its aims and objectives. There is growing recognition throughout the sector that participation in physical activity, including sport, is a great way to enhance student experience and overall well-being, which is a clear priority for our current government.

We as a collective need to continue to find ways to better tell our story however, and better measure our contribution. This as the case for sport will best be made if participation can be shown to enhance not only student experience and well-being, but also the core business of universities; retention, completion and graduate employability.

With regards to wider tertiary sector, many Institutes of Technology and Polytechnics (ITPs) are facing financial challenges. ITP domestic student numbers have declined by nearly a third in the last decade, driven by demographic, economic and other changes. In response, the government has confirmed a significant ITP sector reform. With a weak financial position and limited infrastructure in relation to sport, team participation in the national and international events programme currently offered by UTSNZ is challenging, and participation to date has been variable and ad hoc. With the government vision of successful ITPs contributing to the skills system, and through consultation with ITPs, there is however a strong interest in engagement though better alignment of UTSNZ initiatives and events with academic learning outcomes and graduate employability.

Integrated learning opportunities that directly complement learning pathways and connect to academic mission are equally of interest to universities, as they relate to the ultimate goal of graduate employability. The skills agenda therefore becomes central to any programme and “offers” being made to New Zealand tertiary students.

Individual brand identity also continues to be important, with universities being interested in how sport can contribute to this in the marketplace, both domestically and internationally.

The World of Sport

The New Zealand sporting environment has also changed since the establishment of UTSNZ.

Significantly, Sport NZ has released a new strategy and vision underpinned by a new outcomes framework connecting Sport NZ’s work and investment with the Government’s Wellbeing Framework. This includes redefining of the space in which Sport NZ operates - from sport and recreation to play, active recreation and sport, plus confirmation that tamariki (5 to 11 year olds) and rangatahi (12 to 18 year olds) are at the heart of the strategy for the next four years 2020 – 2024.

As well as the short-term focus on tamariki and rangatahi, the four-year strategic plan outlines a significant shift in how Sport NZ will invest for participation outcomes. Sport NZ will be seeking to work with a wider range of partners with a view to empowering local communities to come up with solutions and initiatives. Women and Girls and a new Disability Plan will also be a focus.

Whilst the focus of Sport NZ on the 5-18-year old age group, may continue to see a gap in sport provision and strategies relating to 18-24-year olds by national sporting organisations, changes could also on the other hand be of benefit to tertiary education institutions. There is growing recognition that participation in sport is a great way to enhance overall well-being, which is a clear priority for our current government and for tertiary institutions and there is still a call for the retention of participation in competitive, organised sport and the provision of quality opportunities throughout the participant journey.

UTSNZ - the situation so far, key considerations and recommendations.

Quality Events

National Events Programme

Strengths

Much has been achieved in the four years since UTSNZ was created. UTSNZ has worked closely with national sporting organisations and university sports managers to establish and deliver a successful national inter-tertiary competition. Encouragingly there has been an increase in participation and student engagement in relation to events, a lift in the standard of competition and performance, as well as a lift in the quality of event delivery year on year since the inaugural 2016 year.

The quality competitive sport structure that has resulted through partnerships with national sporting organisations has provided a wide range of benefits to students, tertiary institutions and the sport system. These have included; enhancement of the student experience, improved engagement and retention in academic studies, positive impact on recruitment and enrolments, cultural and social affiliation of international students, a strengthening of domestic and international sport performance, a re-invigoration of many sports clubs and re-engagement of students with their sport or the opportunity to try new ones.

Feedback received from student surveys and the consultation process confirms the following elements of the national events programme are important:

- National – the presence of all universities, and/or appropriate representation by tertiary institutions across New Zealand.
- Competitive, performance focused – the level of competition and skill is important.
- Endorsed, valued and credible – visible endorsement and value placed on the events by national and regional sporting organisations (and coaches), as well as tertiary institutions.
- Social connectedness– the ability to connect with tertiary peers and form ‘communities’ (both within teams, within individual tertiary institutions and across sports) resulting in a sense of belonging.

- Profile and identity – gaining a sense of identity within institutions and having the ability to ‘represent’ provides an aspirational pathway for many students.
- Uniqueness – representing your tertiary institution is deemed a special and unique opportunity within the context of sport.

Challenges

Awareness, engagement and commitment of students (time, cost, competing interests/events) remain a constant challenge.

Venues and human resources are at capacity. Larger events mean greater time away and cost.

Whilst more regular head to head competition has resulted in an increase in awareness by students and rivalry between institutions, events are still barely on the media and public radar and are arguably still undervalued by institutions themselves.

ITP teams struggle to perform at the required level.

Combined with financial pressures and the cost of travelling teams, future growth in participation numbers of student athletes and teams at national events is limited.

Considerations

The UTSNZ championship programme needs to develop into a “must do” sporting experience, with the appropriate “wow” factor.

Events must create a pinnacle atmosphere and provide the ultimate student sporting experience.

How will growth be achieved and where will it come from?

Recommendations

1. Continue to improve the quality of the student experience at all UTSNZ delivered and endorsed events through sport and non-sport means, including sponsorship, entertainment, brand engagement and enhanced NSO involvement, where this can be demonstrated to be of value.
2. Continue to increase and leverage rivalry between institutions.
3. Increase ‘representation’ beyond student athletes through integrated learning opportunities that directly complement learning pathways and student skill development, and better connect to the academic mission of tertiary institutions i.e. make the skills agenda a central to the programme and offerings being made to New Zealand tertiary students.

International Events Programme

Strengths

UTSNZ has facilitated a modest increase in international performance pathways and opportunities with the World University Championships and World University Games events dominating the calendar. UTSNZ has facilitated entry into World University Championships across 13 different sports and managed two World University Games campaigns (Taipei 2017 and Napoli 2019).

International opportunities have also arisen through relationships formed with the FISU, FISU Oceania, Chinese Taipei University Sports Federation, Asia University Sport Federation, Unisport Australia and the Fiji University Sport Federation, including for young leaders and volunteers.

These international experiences have provided a further unique opportunity for students to gain a sense of pride in representing their respective universities, as well as universities the opportunity to enhance the student experience through lifelong learning experiences from a sport, cultural and leadership viewpoint.

The FISU World University Championship and World University Games programmes have also continued to be valuable performance pathway for NSOs and elite student athletes, providing exposure and international competition to those transitioning between junior to senior elite international competition, and a pathway for qualification to Commonwealth and Olympic representation for some sports.

Challenges

Participation of teams and student athletes in international events continues to be on a user pays basis, with students covering the majority, if not all, associated costs.

The ability and willingness of NSOs to take a lead in managing and supporting New Zealand student representative teams internationally is variable, with considerable workload often falling back to UTSNZ to ensure a quality student experience.

For some UTSNZ members, the value and opportunities the international programme offers are highly important and valued, but for others they are of little interest.

Similarly, whilst international events are a 'carrot' for participation for some, for others they put an additional restraint on university resources, both financial and staffing.

Considerations

What is the place and importance of international events and opportunities?

Is there flexibility in relation to current offerings that would increase engagement and uptake of opportunities available?

Recommendations

4. International Steering Committee to complete a review of the international programme and activities.

Work to include:

- a. A review of the relevance and value of current international events, activities and pathways for university and tertiary students to represent New Zealand and/or their tertiary institution on the world stage in the current environment.
 - b. Review the impact and effectiveness of international representation as a catalyst to grow and promote participation in sport at the local tertiary campus level.
 - c. Review relationships, current MOU's and membership, with international organisations including FISU to ensure maximum benefit to the members of UTSNZ.
 - d. Review financial investment in the international plan and relevant value proposition to members.
5. Continue to increase awareness of international opportunities, in particular those available for student leaders, volunteers and future administrators.

Partnerships and Collaboration

Strengths

Members have benefitted from co-ordination at a national level and there has been increased deployment of sport resources at the tertiary level.

Involvement and endorsement by the relevant NSO has been important to give credibility and status to the national suite of events.

International partnerships have resulted in increased opportunities for New Zealand students to represent on a global stage, including as student athletes and administrators, as well as in leadership and volunteering roles.

Partnerships and collaboration has enabled UTSNZ to access additional funding to support the delivery and provision of tertiary sport.

Challenges

Despite positive partnerships, there are still significant gaps in sport strategies and approaches for 18-24-year-olds and a number of agreements tend to focus on annual events only. In addition, national level endorsement by NSOs does not always filter down through regional associations.

The contribution of university and tertiary institutions are still arguably, undervalued by New Zealand government institutions.

Scope of value proposition - what connects UTSNZ to the Universities aside from the competitions?

Considerations

Agreements with NSOs need to identify mutually beneficial strategic opportunities across multiple facets of tertiary and sporting environments

There is a strong desire to continuously improve the quality of events, but also some reticence to increasing entry fees. Alongside ever-present funding pressures and the unlikelihood of government funding in the immediate future, there is a real need for UTSNZ to embrace commercial relationships more proactively i.e. if members do not wish to pay more themselves and in fact wish to see a reduction in membership costs, then commercial income streams will be necessary to sustain, let alone grow the membership benefits.

Fully developing and leveraging appropriate commercial and rights opportunities will be key to securing financial stability.

Recommendations

6. Confirm event rights and IP in relation to tertiary sport offerings.
7. Develop an appropriate and comprehensive sponsorship prospectus that will assist in growing commercial partnerships.
8. Grow commercial income through acceptable investment and realistic expectations of potential benefit to sponsors and commercial partners, whilst ensuring the continued improvement of the student experience as a result.
9. Expand and build on NSO Memorandums of Understanding (MoUs) to address not just events but also the opportunity to develop coaches, managers, administrators and the sports workforce of the future, as well as the strengthening of regional relationships.

Knowledge, Insight and Advocacy

Strengths

There are strong theoretical grounds for assuming that sport can contribute to a range of outcomes in tertiary education.

The retention of investment by universities since UTSNZ's initial establishment in 2016, reflects the commitment of university Vice Chancellor's to providing competitive sporting pathways for student athletes.

There is recognition across key stakeholders that sport has a positive impact on the wellbeing of students through the physical, social and mental benefits associated with being involved in organised sport and competition.

Challenges

Lack of empirical data and evidence makes it difficult for organisations and institutions to develop clear strategies for future work in the tertiary settings in relation to sport, and to justify resourcing.

The ability to articulate the tertiary sport value proposition and demonstrate an association between sport and education outcomes is variable across key stakeholders, in particular tertiary sport staff and managers who are deemed critical internal influencers.

Considerations

As a tertiary collective we need to continue to find ways to better tell our story and better measure our contribution. The case sport will best be made if participation can be shown to enhance not only student experience and well-being, but also the core business of universities; recruitment, retention, completion and graduate employability.

A stronger research and data evidence base will assist in providing key data to outline the impact that the tertiary sport sector has on the overall sporting landscape of New Zealand, as well as within tertiary education settings. This will allow stakeholders to better advocate for an increase in funding, support of services and programmes on campus.

Recommendations

10. UTSNZ to provide a stronger evidence base to demonstrate value to members and support investment in tertiary sport in New Zealand.
11. Increased advocacy for the value of tertiary sport with key decision-makers.
12. Establishment of a specific research agenda and a central repository for knowledge pertaining to tertiary sport.
13. Support staff and members with relevant and varied professional development opportunities through forums, appropriate conference programmes, and informal networking and engagement events throughout the year.

Profile and Promotion

Strengths

The quality of the national events programme has increased year on year with co-ordination and delivery, as well as overall satisfaction by students rated extremely highly.

Awareness of events has increased through a focused effort on social and digital media, and the addition of live streaming in 2019 has seen overall reach increased significantly.

Challenges

Whilst increasing, awareness, engagement and commitment still remains a consistent challenge across tertiary institutions.

UTSNZ events are becoming more visible and recognised by students but are hardly on the radar of local and national media and the public.

Profile across relevant departments within university and tertiary institutions is also still relatively low, with many departments working in isolation from each other e.g. sport departments, academic faculties, employment centres, student associations and senior leadership groups/committees.

Considerations

Events need to be showcased, increasing the prestige and continuing to drive the on-going rivalry between institutions.

UTSNZ championship events need to develop into a “must do” sporting experience. Events need to be value for money, offer a unique experience, be recognised as a pinnacle event and profile/celebrated accordingly.

Credibility and visibility will be critical to achieving this.

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

UTSNZ in partnership with university sport departments need to take greater ownership of influencing internally within the tertiary sector the benefits of sport, the opportunities that can be experienced and the benefits to the student experience, to Vice Chancellors and key decision makers and acting as the voice of tertiary sport to the public, through media engagement and PR activity.

Recommendations

14. Significantly raise the profile of UTSNZ within tertiary communities and externally with key strategic partners.
15. Manage messaging around major events, tertiary sport initiatives and other stories, both through existing UTSNZ communication channels and selected press release activity.
16. Increase visibility and profile with the national media and pursue TV/broadcast opportunities to reach a wider audience and raise profile to another level.

Summary

This paper provides a summary of key themes resulting from consultation as integrated above and summarised below. It demonstrates where the work of UTSNZ and its members and key stakeholders should continue, and where we need to increase our focus. Actions deliberately putting the needs of university and tertiary institutions and students (as opposed to the sporting sector) more at the forefront.

Overall, there was general consensus by all members that the organisation should evolve rather than significantly change.

There is also a clear indication from members is that they do not want UTSNZ to stop delivering any current activities, but there is a strong call for a strengthening of some key areas and services that will help demonstrate continued value to members.

Summary of Recommendations

CONTINUE - Quality Events
1. Continue to improve the quality of the student experience at all UTSNZ delivered and endorsed events through sport and non-sport means, including sponsorship, entertainment, brand engagement and enhanced NSO involvement, where this can be demonstrated to be of value.
2. Continue to increase and leverage rivalry between institutions.
3. Increase 'representation' beyond student athletes through integrated learning opportunities that directly complement learning pathways and student skill development, and better connect to the academic mission of tertiary institutions i.e. make the skills agenda a central to the programme and offerings being made to New Zealand tertiary students.
4. International Steering Committee complete a review of the international programme and activities.
5. Continue to increase awareness of international opportunities, in particular those available for student leaders, volunteers and future administrators.
EXPAND - Partnerships and Collaborations
6. Confirm event rights and IP in relation to tertiary sport offerings.
7. Develop an appropriate and comprehensive sponsorship prospectus that will assist in growing commercial partnerships.
8. Grow commercial income through acceptable investment and realistic expectations of potential benefit to sponsors and commercial partners, whilst ensuring the continued improvement of the student experience as a result.
9. Expand and build on NSO Memorandums of Understanding (MoUs) to address not just events but also the opportunity to develop coaches, managers, administrators and the sports workforce of the future, as well as the strengthening of regional relationships.
STRENGTHEN - Knowledge, Insights and Advocacy
10. UTSNZ to provide a stronger evidence base to demonstrate value to members and support investment in tertiary sport in New Zealand.
11. Increased advocacy for the value of tertiary sport with key decision-makers.
12. Establishment of a specific research agenda and a central repository for knowledge pertaining to tertiary sport.
13. Support staff and members with relevant and varied professional development opportunities through forums, appropriate conference programmes, and informal networking and engagement events throughout the year.
INCREASE - Profile and Promotion
14. Significantly raise the profile of UTSNZ within tertiary communities and externally with key strategic partners.
15. Manage messaging around major events, tertiary sport initiatives and other stories, both through existing UTSNZ communication channels and selected press release activity.
16. Increase visibility and profile with the national media and pursue TV/broadcast opportunities to reach a wider audience and raise profile to another level.

The Future

“What does it look like if we get it right?”

- Sport is at the forefront of the majority of tertiary institutions in New Zealand and an integral part of the pathway for relevant NSOs.
- The UTSNZ events programme is a ‘must do’ student experience.
- Increased media coverage at a national and local community level.
- Major broadcasting deal with national tertiary events featuring on a television platform.
- Events and offerings are inclusive, affordable and sustainable with students at the centre, no gatekeepers and barriers removed.
- Comprehensive research and data to support the tertiary sport value proposition – from a sport, academic and well-being perspective.
- Sustainable commercial investment into UTSNZ from multiple income streams.
- Appropriate staff and key influencers are equipped with tools and knowledge to make sound business case proposals in relation to the provision of tertiary sport and are successful in securing investment.
- Value proposition is recognised and understood.
- High levels of collaboration across the sport and education systems.
- UTSNZ looked to for provision of leadership, good practice and quality control.

Resourcing

The actions and recommendations have been made taking into account the capacity and capability within the current organisation. It is important to remember increased ambition, expectations and more value-add initiatives, requires more resource.

In most cases, the recommendations above involve a change in emphasis as opposed to new strategies, which can be accommodated by existing resource through planned change.

It should be noted that some member benefits will not be of value or interest to partners, sponsors or external funders, and members need to be aware that growth in outputs will only be possible by continued member funding at this stage.

One key area identified that may require additional support and expertise is around commercial partnerships, sponsorship and broadcasting. UTSNZ will need to clarify and confirm IP and its rights around ownership of tertiary sport and events.

Appendix 1 - Stakeholders consulted

Region	Who	Date
Auckland		
	University of Auckland - Sean Smith, Tiwai Wilson, Albie Eaton	26-Sep
	AUT - Bruce Meyer, Kiani Smith, Megan Aikenhead	26-Sep
	Volleyball NZ	15-Oct
	NZ Football	20-Oct
	Hockey NZ	26-Sep
	HPSNZ – Ken Lynch, High Performance Athlete Directors	15-Oct
Christchurch		
	Lincoln University - Peter Magson, Graeme Campbell	16-Oct
	University of Canterbury Vice Chancellor - Cheryl de la Rey	6-Sep
	University of Canterbury - Steve Gibling, Emma Cantwell, Jason Merrett, Garry Gin	4-Sep
Otago		
	University of Otago - Tania Cassidy, Associate Dean of External Engagement	28-Aug
	University of Otago – Daniel Porter, Sarah Taylor, Rebecca Kurtovich, Liz Campbell	28-Aug
	University of Otago - Mitchel Langton, Student Representative	28-Aug
	University of Otago - James Heath, Student Association President	28-Aug
	Otago Polytechnic - Geoff Simons, Chris Morland, Brayden Murray	28-Aug
Wellington		
	Victoria University of Wellington – Karl Whalen, Josie Fitzsimons	27-Aug
	Universities NZ Well-Being Steering Group	27-Aug
	Chris Whelan – NZ Universities Committee Chair	27-Aug
Palmerston North		
	Massey University - Terry Rivers, Ron Werner	30-Sep
	Massey University - Jacob Oram	29-Sep
Waikato		
	University of Waikato – Tina Pentecost, Nicola Clayden, Steff Jordaan, Melissa Westbury	21-Oct
	University of Waikato - Mike Calvert, Director of Student Services	21-Oct
	Rob Waddell & Associates	21-Oct
Other		Oct
	UTSNZ Student Athlete Commission	23-Oct
	UTSNZ Board	29 Jun 5 Nov

Appendix 2 - Key themes from consultation

Responses gained through consultation were relatively consistent, with some clear trends emerging in relation to strengths, challenges and future direction.

The table below outlines common themes, as well as responses received in relation to the potential changes tested.

Many of the areas identified below represent business as usual, in that member consultation resulted in general agreement and reconfirmation of current strategy, programmes and direction.

	Stakeholders...
<i>Operating Context</i>	<ul style="list-style-type: none"> • identified that whilst valued and currently supported by Vice Chancellors, fiscal challenges across tertiary institutions see the case for support and investment in a national model for top competitive teams versus investment in campus-based participation initiatives engaging higher numbers of students constantly challenged. • confirmed student wellbeing (and student experience) is a current focus and priority within tertiary contexts. • identified and confirmed that whilst population health and student well-being is an important focus, this is a university focus and that UTSNZ role and mandate should primarily remain in facilitating the national and international space. • agreed that internal infrastructure and “champions” within the tertiary institutions are critical to success and co-ordination. Whilst ‘comfortable’ with the model and progress, we cannot afford to rest on our laurels and the value proposition needs to be continually refined and communicated. • identified that there is a lack of co-ordinated engagement across existing silos within institutions that can be a barrier to successful promotion and implementation. For example, there are multiple touch points across sport departments, marketing and communications, student associations, academic departments, clubs, student services, facility managers, employment centres etc and different departments are not always talking to each other. • confirmed by the sport sector that complementary, not competing models that leverage opportunities unique to the tertiary settings are important. • identified increasing expectations of young people in relation to quality of events and service provision.
<i>Strengths</i>	<ul style="list-style-type: none"> • reconfirmed by national sporting organisations and tertiary institutions the need for and value in the national co-ordination role of UTSNZ. • confirmed generally happy with the level of progress and improvement made in relation to the co-ordination and provision of quality events. • confirmed a competitive performance model is still valued and desired. • agreed by all members that the organisation should evolve rather than significantly change. • agreed that whilst community and campus-based opportunities are available to students, national and international opportunities have a strong appeal with students and there is unique value in students being able to represent their universities e.g. fosters a sense of community, belonging and identity beyond sport. • confirmed the national model in many instances has been a catalyst for progress and growth on campus.

	<ul style="list-style-type: none"> • confirmed awareness and interest has increased with students and that national representation was facilitating a sense of community, belonging and identity with students. • identified live streaming as a key success/improvement in 2019 contributing to profile and awareness and student engagement.
<i>Challenges</i>	<ul style="list-style-type: none"> • identified that despite positive progress and increased interest and participation, there are on-going challenges in relation to engagement and commitment of students - awareness, timing, cost, competing interests, perceived value and credibility of events all contributing factors. • agreed that less events done better is favoured, although not institutions have focus on the same sports which is challenging. • agreed 'national' is important therefore representation by all universities is paramount. • identified the need to ensure NSO endorsement is clear and visible to students, the place and position of the tournament in the sporting landscape/pathway is clear and understood, and that this is communicated by the NSO nationally and regionally. There is hesitation by students to engage if not visible, clear and understood. • clarity around target audience is important – sub-elite, talent ID, competitive, participation etc? Where do NSOS and HPSNZ sit – talent ID, performance pathway, national pinnacle event in its own right – both? Be clear in the audience trying to engage (by sport). • agreed that ITP engagement should be on a case by case basis by sport and where it is for the betterment of the tournament. • confirmed on-going flexibility of the model (sports, timing etc) is important. • identified the need for UTSNZ facilitated opportunities to be more concisely communicated and promoted to institutions i.e. full list of opportunities (including leaders, volunteering, FISU scholarships etc) clearly communicated the year prior, with details and timeframes etc. • identified ongoing fiscal challenges (as identified above) and the need to be able to easily articulate the value proposition and prepare business cases/budgets supported by appropriate evidence, data and research. • identified collecting genuine student voice in relation to sport (engagers and non-engagers) is difficult. • identified that value placed on the international programme is variable and can be a strain on resources for stakeholders involved.
<i>Opportunities</i>	<ul style="list-style-type: none"> • confirmed the need for the status of the national events programme to continue to be raised so it is deemed a “must do”. Events to have a “wow” factor, meet expectations of a ‘pinnacle’ event, be value for money and more than just a sporting event. • agreed that regional and local events were the responsibility of the individual university and tertiary institutions, but potentially there was a support role for UTSNZ in sharing knowledge and good practise examples. • agreed there is strong value in alignment of UTSNZ events and initiatives with the academic mission of universities and this alignment needs to be strengthened. • identified Year 13 students and secondary schools are target audience of interest. • agreed exploration of commercial partnerships and sponsorships should now be pursued. • agreed the need for more supporting research, evidence and data. • identified the on-going need for inclusivity, with priority groups of girls/women, those with a disability, various ethnic groups and minority groups being a focus for the sport sector which may present opportunities.