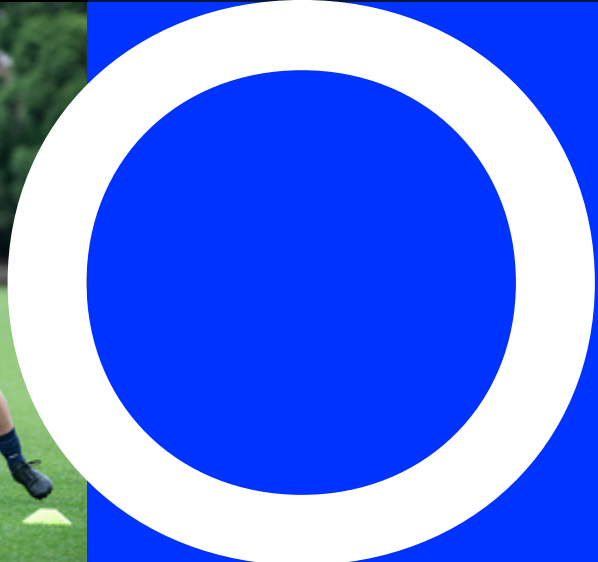




UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Changing the Game

UOW SPORTS
STRATEGY 2023-2028





ARTWORK BY SAMANTHA HILL, DHARAWAL/WANDANDIAN WOMAN

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that Country for Aboriginal peoples is an interconnected set of ancient and sophisticated relationships.

The University of Wollongong spreads across many interrelated Aboriginal Countries that are bound by this sacred landscape, and intimate relationship with that landscape since creation.

From Sydney to the Southern Highlands, to the South Coast.

From fresh water to bitter water to salt.

From city to urban to rural.

The University of Wollongong acknowledges the Custodianship of the Aboriginal peoples of this place and space that has kept alive the relationships between all living things.

The University acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.

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Vice-Chancellor's foreword

Sport has always been a central feature of the University of Wollongong. Indeed, its importance to us is enshrined in our Act of Incorporation. As well as delivering on our mission to teach and research, it is also expected that we will provide 'cultural, sporting, professional, technical and vocational services' to our communities. This expectation is above and beyond the important contributions sport-related studies make to our teaching and research, which benefit not only our communities, but the nation and the world.

When I think about sport, I see a very wide vista that covers a great range of activities. At its heart, I believe sport is a connector and an enabler. Importantly, it helps to ensure the health and welfare of our students, staff and the communities we serve. For me, sport and wellness have, and will always be, inextricably linked.

Upon my return to UOW in 2021 I was quickly reminded of many of the notable achievements of our students, alumni and colleagues in the sporting space. These achievements, some of which are highlighted in this Strategy, represent world's best practice. However, as I learned more about these achievements, I noticed that these many endeavours were not joined into one coherent undertaking.

Our UOW Sports Strategy 2023-2028 seeks to achieve this. It will deliver a 'whole-of-UOW' approach that unites our efforts in the sporting space and places our relationships with the communities we serve at the core of what we do.

This Strategy is guided by our broader strategic horizons as pronounced in our 2020-2025 Strategic Plan and our 2030 Vision. Sport is one way we can empower our students for their futures. Our internationally recognised teaching and research in sport-

related studies helps us to create knowledge for a better world and deliver change that matters. Further, it is in our strategic goal of 'making a difference in our diverse communities' and our vision of 'building trust through partnerships' that we can see the legacy of our founding document.

I believe it is often said that as a middle power a long way from the rest of the world, Australians have long used sport as a form of public diplomacy to showcase the values we wish to be known for as a nation. Thus, we have always performed to the 'imaginary grandstand' of world opinion; an arena where we have wanted to be seen as 'good sports'. The vision of our sports strategy does speak to our values: values of respect, empowerment, diversity and the pursuit of excellence.

I thank the many colleagues across UOW who have contributed their time and expertise to the finalisation of this work. I commend the UOW Sports Strategy to you as an initiative designed to truly change the game.

Professor Patricia M. Davidson
Vice-Chancellor and President

“

I am very passionate about sport and this degree opens up so many options.

—
Alicia Meuronen
Bachelor of Sport



Our vision

To improve the health and wellbeing of our diverse communities through delivery of globally recognised sport education and research, innovative facilities and mutually beneficial partnerships and alliances.

UOW sport — truly transdisciplinary

Sport Studies at UOW is ranked in the top 100 in the world as per the QS World University Rankings By Subject 2022. This places sport alongside engineering, nursing and materials science as among the University's most internationally recognised areas of study and an area that plays a crucial role in sustaining our broader international institutional ranking of equal 185th – QS World University Rankings 2023.

This achievement is all the more remarkable when it is remembered that our teaching and research in Sport Studies is spread across our faculties and UOW College without any formal coordination of effort. We teach sport-related content through diverse programs such as the Bachelor of Business (Sport Marketing and Management), the Bachelor of Sport, the Bachelor of Exercise Science and Rehabilitation and our Certificate IV in Fitness through UOW College. We publish on sport-related subjects in diverse fields such as psychology, education, medicine, history, indigenous studies, materials science and geography.

In terms of research performance alone, UOW's research outputs in sport-related areas rivals institutions ranked in the top 20 in the world. In comparison to those institutions in the top 50, it is our reputation in the field among fellow academics and employers that we must give further consideration to. Our current reputation has developed organically. We must now contemplate how we can explore and leverage the synergies between what are often disparate activities to the benefit of our staff, students and communities.

Led by our teaching and research, our ambition is to harness these obvious and not-so-obvious synergies to produce a truly transdisciplinary whole-of-UOW undertaking that also engages with our stakeholders and the communities we serve.

In approaching our existing advantage in the Sports Studies space, we must be measured and realistic in our aspirations and ambitions. Sport Studies remains a fiercely competitive area in the Australian higher education sector. We must be cognisant that while we perform very well in this space internationally, we still only rank 12th in this area in Australia. To succeed we must think differently. Leveraging our unlocked capability through a truly transdisciplinary and whole-of-UOW approach will be one way to realise our ambitions.

The deliverables informed by this strategy are expressed in the form of our objectives and key results. Each key result identifies a UOW lead who holds accountability for their realisation.

Professor Sean Brawley

Deputy Vice-Chancellor
(Strategy & Assurance)



UOW's sporting landscape — truly engaging

UOW's sporting landscape is shaped by the following five key aspects that support our core mission.



Education



Communities



Facilities



Research



Alliances

Education

The quality of our sport education programs is reflected in our strong student enrolments across our sub-Bachelor, Bachelor and Postgraduate level coursework programs. Our courses cater to all levels of study.

KEY OBJECTIVES:

- Establish UOW as a destination of choice for students with interests in sports and physical activity
- Enhance UOW’s educational product suite in sport-related studies.

KEY FIGURES

50%+
increase in enrolments
in sport-related courses
from 2017 to 2022

900+
students completing
sport-related studies
at UOW

UOW'S SPORT-RELATED COURSES

- Major in Sport Marketing and Management
- Bachelor of Sport
- Bachelor of Exercise Science
- Bachelor of Health and Physical Education
- Bachelor of Exercise Science and Rehabilitation
- Cert IV in Fitness UOW College
- Graduate Certificate in Strength and Conditioning
- Master of Clinical Exercise Physiology



“

Growing up in a small town, sport was my whole life.

I want to use my degree and take my skills back and give opportunities to the country kids.

—
Zoe Welsh
Bachelor of Sport

Research

Our strong performance in sport-related research is reflected through our Excellence in Research Australia (ERA) outcomes, our well-above world average citation rate and the real world application of our research.

KEY OBJECTIVES:

- Grow UOW’s research productivity and impact
- Enhance UOW’s domestic and international standing in the field of sport-related studies
- Grow research income.



#1 globally

UOW’s Associate Professor Stewart Vella is the most published researcher in the world on the topic of mental health in sport

KEY FIGURES

159

Number of UOW research outputs with sport in the title

2018 ERA Round

2.4x

UOW’s sport-related research has been cited 2.4x the world average between 2016-2022.

Field weighted citation impact. The ratio of citations received relative to the expected world average for the subject field, publication type and publication year. The world average is 1.00.



Shaping the future of children’s health in Australia and across the globe

UOW early childhood expert Senior Professor Tony Okely led the project to update the National Movement Behaviour Guidelines, identifying best practice when it comes to physical activity, sedentary time and sleep for young children.

The Guidelines include recommendations on how to help young children get good quality sleep and adequate movement during the day, and how parents can fit these into their own busy schedules.

The international impact of this work is evidenced in the subsequent development of the World Health Organization’s guidelines for physical activity, sedentary behaviour and sleep for children under five years and WHO Global standards for healthy eating and physical activity for early childhood education and care.

Communities

Serving our communities through sport is a valued component of our core mission as held in our Act of Incorporation. Our communities are diverse and represent the breadth of our local and global footprint. We want to leverage sport as a tool to foster inclusive and sustainable communities.

KEY OBJECTIVES:

- Share our expertise with communities
- Collaborate with our communities to encourage greater sport and wellness participation.

DRAGONS WIC COMMUNITY INITIATIVE



The Dragons 'The Best You Can Be' is a program which aims to assist teachers in encouraging children to make positive choices around health and wellbeing. The program successfully engaged 282 teachers and encouraged 8,464 students to make positive choices around health, education and social issues. The program is proudly supported by the Woolyungah Indigenous Centre (WIC) at the University of Wollongong.

Jono's UOW sport journey

UOW
SPORTING
EVENTS

.....

COMMUNITY
SPORT AT UOW
FACILITIES

.....

BECAME
A UOW
STUDENT

.....

JOINED UOW
ULTIMATE
FRISBEE CLUB

.....

PASSION FOUND
AND SELECTED
FOR AUSTRALIA



JONO WITH ADAM GILCHRIST AM
UOW GLOBAL BRAND AMBASSADOR
2009



JOINED UOW ULTIMATE
2018



ILLAWARRA
LOCAL CRICKET
2014-2018



SELECTED ON AUSTRALIAN
ULTIMATE TEAM
2019
HEIDELBERG, GERMANY

In 2022, UOW signed a Memorandum of Understanding with Destination Wollongong to become an official UCI Bike City community partner, with UOW's Vice-Chancellor Professor Patricia M. Davidson announced as a Wollongong 2022 Ambassador for the UCI Road World Championships.



Alliances

Outside our partnerships with community sporting groups, we know the value of alliances with prominent professional sporting teams or peak bodies, to value of alliances to progress our objectives. The breadth of our footprint enables us to forge true value exchanges through alliances on both the local and global stage, which uniquely positions us to be an official learning partner.

Such alliances showcase the strength and reciprocity inherent in these relationships and our commitment to deliver positive outcomes for our communities.

KEY OBJECTIVES:

- Develop new alliances that are true value exchanges
- Share our teaching and research insights with our alliance partners
- Place community engagement at the core of alliance partnerships.

UOW SPORTING ALLIANCE PARTNERS 2023



Facilities

UOW has a range of facilities that support our efforts as a leader in sport. This infrastructure is much more than simply playing fields and gyms, and extends to facilities that support our teaching and research. Ensuring the accessibility of our facilities is also a mission-critical consideration.

KEY OBJECTIVES:

- Ensure UOW’s sport-related facilities are capable of supporting the University’s ambitions
- Provide all UOW students with access to facilities to support their health and wellness goals.

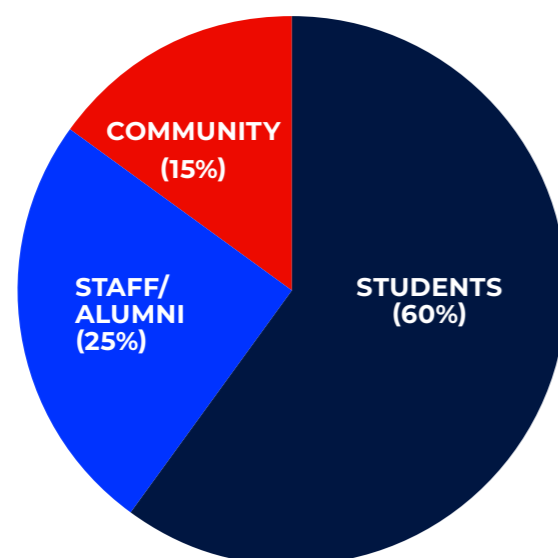
KEY FIGURES (2019)

645k

Visits to all UniActive facilities

300k

Visits by gym members



Global



UOW's competitive advantage — truly 'glocal'

Many Australian universities have a sporting landscape like UOW's, however few have been able to leverage synergies across their academic activities to add value and innovate. This is where UOW will lead; by leveraging our unique 'glocal' footprint and valuable alliances to integrate our sporting activities with our high-quality course options, mobility opportunities and student experience.

UOW's Strategic Framework

This thematic strategy sits within UOW's strategic framework: the 2030 and Beyond vision illustrates our long-term aspirations while our 2020-2025 Strategic Plan and our tactical Roadmap 2023-2025 outline our goals and priorities to 2025.

2030 & BEYOND VISION

Inspiring a better future through education, research and partnership



Objectives & key results summary

OBJECTIVES & KEY RESULTS SUMMARY		
OBJECTIVE	KEY RESULT	UOW LEAD
ENABLING ACTIONS		
1.1 Establish a whole-of-UOW approach to sport through the establishment of a fit-for-purpose model of coordination.	1.1.1 Appoint a senior UOW academic to the position of 'Dean of Sport' The position will be a fractional appointment to lead the whole-of-UOW approach to sport and ensure the successful implementation of the strategy.	SDVC (IE&ER) with support from DVC (S&A).
	1.1.2 Create institutional oversight for operationalisation of the Sports Strategy The Dean of Sport will stand up a UOW Sports Committee of suitably qualified members (including student representation) drawn from across and beyond the University to provide oversight of the Strategy's implementation and operationalisation.	Dean of Sport with support from faculties, operations portfolio and enabling units.
1.2 Implement and operationalise the Sport Strategy	1.2.1 Finalise Implementation Plan A fully costed Implementation Plan for the Sports Strategy with endorsed deliverables and timings.	Dean of Sport with support from the Strategy Division, Faculties and the Chief Financial Officer Division. Oversight UOW Sports Committee.
	1.2.2 Operationalisation of the Sport Strategy Deliver a recommended model for an optimal organisational structure to the Vice-Chancellor.	Dean of Sport with oversight by UOW Sports Committee.
1.3 Create an organisational entity that best delivers UOW's ambitions in sport	1.3.1 Determine the fitness-for-purpose of UOW's current organisational structure to deliver a whole-of-UOW approach to sport 1.3.2 Deliver a recommended model for an optimal organisational structure delivered to the Vice-Chancellor The Dean of Sport will lead a working party drawn from the UOW Sports Committee and other identified stakeholders to explore the fitness-for-purpose of the current organisational models of control, and advise the Vice-Chancellor whether a new model would best deliver UOW's ambitions in the sports space. Its remit could include engagement with questions such as Is a dedicated multi-disciplinary academic unit, as evidenced by most well-ranked Australian universities, a help or a hindrance to UOW realising its ambition? What means of control might be considered to ensure the synergies across the sporting landscape and beyond teaching delivery and research conduct are realised to their greatest potential? The Dean of Sport would seek endorsement of the proposed model from the Vice-Chancellor and Senior Executive Group.	The Dean of Sport with development support from the Research and Sustainability, Strategy and Assurance and Operations portfolios.

OBJECTIVES & KEY RESULTS SUMMARY

INSTITUTIONAL STRATEGIC ALIGNMENT

OBJECTIVE	KEY RESULT	UOW LEAD	2030 VISION VALUES PILLARS	STRATEGIC PLAN 2025 GOALS 1, 2, 3 ENABLERS TRANSFORMATIVE PRIORITIES	KEY PERFORMANCE INDICATORS
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EDUCATION

2.1 Enhance UOW's educational product suite in sport-related studies	2.1.1 Renovation of existing sport-related educational product suite.	Dean of Sport in partnership key portfolios and faculties and students.		1 Growth	KPI 3 Teaching Revenue KPI 4 Student Experience
	2.1.2 New sport and wellness-related educational products.	Dean of Sport in partnership key portfolios, faculties, UOWC and students.			
2.2 UOW as a destination of choice for students with interests in sports	2.2.1 Production of dedicated marketing collateral.	Strategic Marketing and Communications Division with assistance from Dean of Sport.	Excellence and dedication	1 Growth	KPI 1 Graduate Outcomes KPI 4 Student Experience
	2.2.2 More sport-related Work Integrated Learning (WIL) opportunities for students.	Dean of Sport in collaboration with faculties and portfolios.			
	2.2.3 Increase participation in the UOW Elite Athlete Program (EAP).	Coordinator EAP with support from Dean of Sport, and key portfolio and business areas.			
	2.2.4 Finalise position paper on the role that cricket can play in making UOW a learning destination of choice for students from South Asia.	Strategy and Assurance Portfolio with support of key portfolios Innovation, Enterprise and External Relations Portfolio and UOW GE.			

RESEARCH

3.1 Grow research productivity and impact	3.1.1 Completion of a report exploring new transdisciplinary research possibilities.	Dean of Sport in partnership with Research and Sustainability Portfolio.	Change that matters	2 Growth, Collaboration	KPI 6 HERDC Categories 2-4 Income KPI 7 HDR Completions
	3.1.2 Achieve levels of research performance as evidenced by citations and H-Index scores within the top 25 institutions in the world as judged by QS research data.	Dean of Sport in partnership with Research and Sustainability Portfolio, and relevant faculties.			
	3.1.3 Introduction of dedicated sport-related HDR Scholarships.	DVC (R&S) in partnership with Dean of Sport.			

OBJECTIVES & KEY RESULTS SUMMARY

INSTITUTIONAL STRATEGIC ALIGNMENT

OBJECTIVE	KEY RESULT	UOW LEAD	2030 VISION VALUES PILLARS	STRATEGIC PLAN 2025 GOALS 1, 2, 3 ENABLERS TRANSFORMATIVE PRIORITIES	KEY PERFORMANCE INDICATORS
3.2 Enhance UOW's domestic and international standing in the field of sport-related studies	3.2.1 A top 50 position for UOW in the QS World Subject Rankings	Dean of Sport in consultation with Strategy Division and Research and Sustainability Portfolio.	Excellence and dedication	2 Collaboration	KPI 5 ARTU Rankings KPI 8 HERDC Category 1 Income
	3.2.2 Improve UOW performance in national research assessment programs	Dean of Sport in consultation with Strategy Division and Research and Sustainability Portfolio			
	3.2.3 Increase opportunities for collaboration	Dean of Sport in partnership with Research and Sustainability Portfolio and relevant faculties			
3.3 Grow research income	3.3.1 New opportunities to grow income through active research partnerships with industry, community and alliance partners.	Dean of Sport in partnership with Research and Sustainability Portfolio and relevant faculties		2	KPI 12 Total Revenue

COMMUNITIES

4.1 Share expertise with communities	4.1.1 Increased educational opportunities for the communities we serve.	Dean of Sport in consultation with key portfolios and faculties	Trust built through partnerships	1, 3 Collaboration	KPI 10 Equity Participation
	4.1.2 Share teaching and research insights with our communities through outreach	Strategic Marketing and Communications Division in collaboration with Dean of Sport.			
4.2 Collaborate with communities	4.2.1 New opportunities for UOW's regional, metropolitan and international campuses.	Dean of Sport in collaboration with faculties, key portfolios and UOW Global Enterprises.	Trust built through partnerships	1, 3 Collaboration	KPI 10 Equity Participation
	4.2.2 New opportunities for UOW's identified equity groups.	Dean of Sport in consultation with key portfolios			
	4.2.3 New alumni initiative	Advancement Division in collaboration with Dean of Sport.			
4.3 Effectively manage UOW's relationship with community partners	4.3.4 Establish a UOW sports CRM	Dean of Sport in partnership with Director IMTS		3 Digitalisation	

OBJECTIVES & KEY RESULTS SUMMARY

INSTITUTIONAL STRATEGIC ALIGNMENT

OBJECTIVE	KEY RESULT	UOW LEAD	2030 VISION VALUES PILLARS	STRATEGIC PLAN 2025 GOALS 1, 2, 3 ENABLERS TRANSFORMATIVE PRIORITIES	KEY PERFORMANCE INDICATORS
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ALLIANCES

5.1 Develop new Alliances that are true value exchanges	5.1.1 Complete and stocktake and explore new opportunities with peak sporting bodies and elite teams competing at a state or national level that are located in our campus footprint.	Dean of Sport with support from Innovation, Enterprise & External Relations portfolio and Strategy and Assurance Portfolio.	Trust built through partnerships	Collaboration	KPI 6 HERDC Category 2-4 Income
	5.1.2 MOUs and other arrangements with Alliance partners establish UOW as 'learning partner' (including nomenclature such as 'Official University' where appropriate).	Dean of Sport			
	5.1.3 Establish internal and external governance structures to support Alliance relationships.	Dean of Sport with support of Strategy and Assurance Portfolio			
5.2 Share our teaching and research insights with our Alliance partners	5.2.1 Establish the UOW Dean of Sport seminar series	Dean of Sport in collaboration with faculties and UOW academics		3 Collaboration	

FACILITIES

6.1 Ensure UOW's sport-related facilities are world-class and capable of supporting the University's ambitions	6.1.1 Completion of report into UOW's sports infrastructure	Facilities Management and key areas and faculties.		Infrastructure	
6.2 Provide all UOW students with access to facilities to support their health and wellness goals	6.2.1 Completion of report into current facilities for students attending UOW's regional, metropolitan and international campuses	Regional Campus Division in collaboration with Metropolitan campuses and UOW Global Enterprises.		Infrastructure	KPI 4 Student Experience



Acknowledgements

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- Tania Brown, Manager, UOW Local
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- Tony Wrightson, Head of Sport and Fitness, UOW Pulse
- Travis Roche, Program Manager, Fitness and Business, UOW College
- Troy Heffernan, Associate Professor, School of Business

FOR MORE INFORMATION

UOW's Vision & Strategy

uow.edu.au/about/our-vision-strategy

Strategy & Assurance Portfolio

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