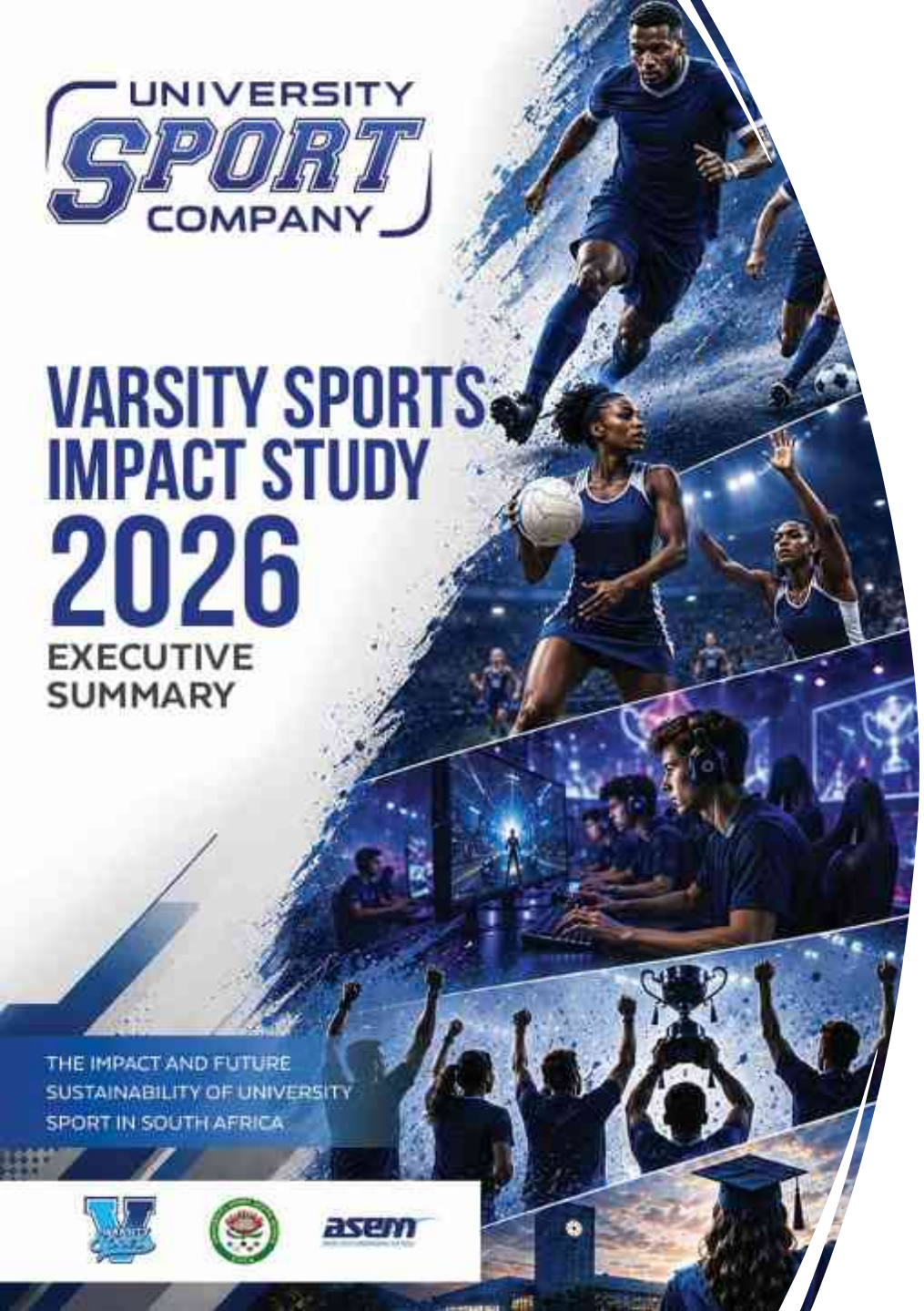


USAf Higher Education Conference 2026

Date: 9 October 2026

UNIVERSITIES SOUTH AFRICA

Impact of Varsity Sports - Community & Social Impact

Presented by: Flip van Zyl, CEO, University Sport Company Pty Ltd.

The Researcher

Prof Cora Burnett

- **Director of the South African Centre of Olympic Studies and Social Impact (SACOSSI)** at the University of Stellenbosch and **Emeritus Professor** at the University of Johannesburg
- Since 2000, she has specialised in impact assessments at the request of international sports entities such as the **IOC**, **Australian Sport Institute** and the **European Union**, in partnership with the German Development Cooperation.
- Created ‘toolkits’ for the **UN, World Health Organisation, UNICEF, AUSC Region 5, the SA Women in Sport Policy Framework and various corporates.**
- She published **191 peer-reviewed articles**, **42 book chapters** and **several books** with a focus on impact assessment



Structure of Presentation

1. Background Information
2. Purpose of the Study
3. Research Framework
4. Institutional Impact
5. Community & Social Impact
6. Commercial & Media Impact
7. Recommendations for the Future

UNIVERSITIES SOUTH AFRICA

TIMELINE – HOW IT ALL STARTED

2008

Varsity Cup was officially launched in 2008

2009

Advent Sport Entertainment and Media (Pty) Ltd was established in 2009

2010

MU agree to set-up a unified Media Rights Holding and Management Company called the University Sports Company (USC)

2011

Varsity Shield was founded in 2011

2012

Varsity Sports officially launched in 2012/2013 with seven sports codes

2015

Introduction of Basketball, Mountain Biking, and Cricket

2017

The FNB Varsity Cup celebrated 10 years in 2017

2019

13 Varsity Cup players in the Rugby World Cup winning team in Japan

2020

The FNB Varsity Shield celebrated 10 years in 2020

2021

The Varsity Cup , Varsity Netball & Football tournaments took place in a bubble due to the COVID-19 pandemic

2022

Varsity Sports and Varsity Cup returned to stadiums with crowds returning to live events.

= VARSITY Sports

25 MEMBER UNIVERSITIES (MU)

▼

USC UNIVERSITY SPORT COMPANY

▼

ASEM MULTI-YEAR AGREEMENT



1 PHASE 1 FOUNDATION 2012 – 2014

Establish core competition portfolio.

2 PHASE 2 DIVERSIFICATION & DEVELOPMENT 2015 – 2019

Grow portfolio and develop new and women's events.

3 PHASE 3 COVID-19 DISRUPTION 2020

Complete suspension of competitions.

4 PHASE 4 CONTROLLED RECOVERY 2021

Carefully restart competitions in a bio-secure environment.

5 PHASE 5 PORTFOLIO STABILISATION 2022 – 2025

Return to core competitions and introduce new opportunities.

ATHLETES



SPORT CODES



VARSITY SPORTS PARTICIPATION & SPORTS OFFER

2012	2016	2019	2020	2025
1,021	1,751	1,511	0	616
7 SPORTS	7 SPORTS	12 SPORTS	0 SPORTS	4 SPORTS

From a core portfolio of **six sporting codes** in 2012–2014 to a **diversified portfolio**, disrupted by **COVID-19 in 2020**, and successfully recovering to a **stable multi-sport programme by 2022–2025.**

IMPACT ASSESSMENT OF VARSITY SPORTS (2012–2025)



1 PURPOSE OF THE STUDY

To understand the **contribution** of Varsity Sports between **2012 and 2025** and identify opportunities to strengthen its future **strategic value and sustainability.**

The study examined what impact has been achieved, how it has been experienced by **different stakeholders,** and how the platform can continue to evolve in a **changing higher education and sport environment.**

2 RESEARCH FRAMEWORK

The impact assessment integrated multiple data sources and stakeholder perspectives to evaluate Varsity Sports' contribution across key impact areas and inform strategic decision-making.

1 DATA SOURCES

Surveys, interviews and institutional data.

2 STAKEHOLDER ENGAGEMENT

Students, coaches, staff, university leaders and partners.

3 INTEGRATED ANALYSIS

Combine qualitative and quantitative insights.

4 IMPACT ASSESSMENT

Evaluate impact across key areas.

5 STRATEGIC RECOMMENDATIONS

Evidence-based actions to strengthen impact and guide the future.

IMPACT ASSESSMENT OF VARSITY SPORTS (2012–2025)

3 RESEARCH APPROACH

Informed by an extensive TOR, the study adopted a mixed-methods, participatory and stakeholder-centred approach.

INFORMED BY TOR

Aligned with the Terms of Reference and scope of work.

MIXED-METHODS

Combination of quantitative and qualitative methods for robust insights.

PARTICIPATORY & STAKEHOLDER-CENTRED

Active involvement of stakeholders across the ecosystem.

MULTI-SOURCE DATA

829 participants across multiple data collection methods:

- **85** INTERVIEWS
- **64** FOCUS GROUP PARTICIPANTS
- **553** SURVEY RESPONDENTS

Site visits, document reviews, financial assessments, ROI modelling and benchmarking.

INCLUSIVE OF KEY STAKEHOLDERS

University executives, heads of sport, support services, coaches, student-athletes, strategic partners and national sport bodies.

4 STUDY OUTCOMES

COMPREHENSIVE ASSESSMENT

One of the most comprehensive assessments of Varsity Sports since its establishment.

ROBUST METHODS & FRAMEWORKS

Utilised new methodological approaches and robust frameworks.

EVIDENCE-BASED INSIGHTS

Captured substantial and triangulated evidence across stakeholders and impact areas.

STRATEGIC VALUE

Evidence to support future strategic planning, investment prioritisation and informed decision-making.

UNIVERSITY EXECUTIVES: INSTITUTIONAL IMPACT

PERSPECTIVES FROM UNIVERSITY EXECUTIVE MEMBERS



1. SPORT AS AN INTEGRATED VALUE PROPOSITION

- Multiple returns on investment.
- Strategic platform to advance multiple institutional goals.
- Drives conversations on education, social transformation and student development.
- Strengthens institutional reputation.



2. INSTITUTIONAL IDENTITY AND UNIVERSITY PRIDE

- Fosters identity and belonging across diverse institutional contexts.
- Brings students together across race, language, class and disciplines.
- Creates shared purpose through colours, slogans and rituals.



3. INSTITUTIONAL REPUTATION AND BRAND VISIBILITY

- One of the most significant strategic benefits for universities.
- Extensive exposure via TV, digital platforms and social media.
- Showcases achievements and values to national and international audiences.



4. UNIVERSITIES AS NATIONAL ATHLETE DEVELOPMENT SYSTEMS

- Pathway for student-athletes to qualify at USSA.
- Contributes to national athlete development.
- Produces ambassadors for the country and for the university.
- Creates powerful alumni and role models.

> *Varsity Sports is central in helping us tell that story. The story of excellence, the story of possibility, what is possible through hard work.*

> *Sport has the potential to actually be quite **overarching** and feed into many areas.*

> *I think one of the top five reasons that students come here is because they get a **holistic student experience**.*

> *The story of Varsity Sports **enhances our brand**, attracts students, and helps us **showcase the talent and diversity** within our universities.*

INSTITUTIONAL IMPACT: VOICES OF SUPPORT STAFF

MARKETING AND COMMUNICATION

- Builds brand visibility and reputation.
- Reaches large audiences via TV, digital and social media.
- Drives student recruitment and institutional positioning.
- Showcases stories and engages sponsors and stakeholders.

FACILITY AND EVENT MANAGEMENT

- Catalyst for facilities and infrastructure improvement.
- Ensures high standards in event delivery and operations.
- Enhances risk, security and spectator management.
- Supports graduations, conferences and community events.

OTHER SUPPORT SERVICES

- Strengthens student development and well-being.
- Connects universities with communities, schools and stakeholders.
- Builds pride, belonging and institutional identity.
- Expands access, opportunities and networks for students.

VOICES

"Varsity Sports helps young people imagine themselves attending university."

"The biggest marketing tool that sport does have."

MARKETING AND COMMUNICATION STAFF

"The standards of the tournament make you continuously want to improve yourself."

"Our facilities needed to look good on television."

FACILITY AND EVENT MANAGEMENT STAFF

"The entire campus comes together around one event."

"Some of them find that it's the first time sleeping in a hotel ... the first time going to other provinces."

OTHER SUPPORT SERVICES STAFF

INSTITUTIONAL IMPACT: VOICES OF STUDENT-LEADERS

PERSPECTIVES FROM STUDENT LEADERS

- Focus on belonging, friendships, leadership, wellbeing, identity, community and opportunity – not on competition outcomes.
- Experience Varsity Sports as an integral part of the broader university journey.
- Hosting events creates opportunities to volunteer, build student experience and bring energy to campus life.

VARSITY SPORTS AS A BUILDER OF IDENTITY

- Creates connection and unity through shared rituals, traditions, colours, songs, chants and celebrations.
- Builds lasting memories and strengthens emotional connection to teams and players.
- Brings together students from diverse academic, cultural and social backgrounds.
- More impactful than orientation or retention programmes and unification campaigns.
- Significant contributions remain largely invisible in institutional planning and impact assessments.

VARSITY SPORTS AS A STUDENT ENGAGEMENT ECOSYSTEM

- Creates opportunities for volunteers, organisers, supporters, media teams, residence leaders and student governance structures.
- Involves students in logistics, event management, social media, fan engagement, event activation and sponsorship activities.
- Develops valuable skills across many areas of engagement.
- A long-term mindset: planning today for impact that lasts.

VOICES

"Students developed loyalty to the team because they attended consistently."

"Most students want to be involved in tournaments by scanning tickets or volunteering."

PERSPECTIVES FROM STUDENT LEADERS

"The entire campus comes together around one event."

"Varsity Sports helps young people imagine themselves attending university."

VARSITY SPORTS AS A BUILDER OF IDENTITY

"What can I put in place that five years from now will still make a difference?"

"Learning logistics and event management gave me skills I can use for my future."

VARSITY SPORTS AS A STUDENT ENGAGEMENT ECOSYSTEM

INSTITUTIONAL & SPORT-RELATED IMPACT:
VOICES OF HEADS OF SPORT

ATHLETE DEVELOPMENT AND HIGH-PERFORMANCE PATHWAYS

- Bridge between school, university and elite/ professional sport.
- Opportunities to excel in sport while obtaining qualifications.
- Develops disciplined, resilient and well-rounded student-athletes.

SOCIAL MOBILITY, OPPORTUNITY AND TRANSFORMATIVE EXPERIENCES

- Life-changing experiences, especially for students from disadvantaged backgrounds.
- Builds confidence, networks and opens doors to future careers.
- Students return with greater self-belief and a deeper sense of possibility.

UNIVERSITY BRANDING, VISIBILITY AND INSTITUTIONAL REPUTATION

- Enhances visibility through TV, digital and media exposure.
- Strengthens institutional profile and competitive positioning.
- Attracts students, partners and sponsors.

COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

- Builds stronger relationships with communities, schools and local stakeholders.
- Universities become visible and relevant community partners.
- Communities feel the university belongs to them too.

GOVERNANCE, LEADERSHIP AND ORGANISATIONAL LEARNING

- Participation strengthens governance, planning and compliance.
- Drives organisational learning and improves strategic management.
- Encourages accountability and continuous improvement.

FINANCIAL SUSTAINABILITY AND THE FUTURE OF UNIVERSITY SPORT

- High costs across all institutions regardless of size or location.
- Need for diversified revenue, partnerships and cost efficiencies.
- Sustainability critical to long-term success of university sport.

VOICES

> *For some of our students, Varsity Sports opens a world that they have never seen before.*

> *"The entire campus comes together around one event."*

> *"The community begins to feel that the university belongs to them too."*

> *"Because of Varsity Sports we had to adapt our services and programmes."*

> *"Sport becomes a laboratory for leadership development."*

> *"Varsity Sports made us raise our game operationally."*

ATHLETE DEVELOPMENT AND HIGH-PERFORMANCE PATHWAYS | SOCIAL MOBILITY, OPPORTUNITY AND TRANSFORMATIVE EXPERIENCES | UNIVERSITY BRANDING, VISIBILITY AND INSTITUTIONAL REPUTATION | COMMUNITY ENGAGEMENT AND SOCIAL IMPACT | GOVERNANCE, LEADERSHIP AND ORGANISATIONAL LEARNING | FINANCIAL SUSTAINABILITY AND THE FUTURE OF UNIVERSITY SPORT

Varsity Sports is more than competition – it develops people, strengthens institutions and transforms lives.

INSTITUTIONAL & SPORT-RELATED IMPACT: VOICES OF SPORT STAFF

ATHLETE DEVELOPMENT AND HIGH-PERFORMANCE PATHWAYS

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- Sustainability critical to long-term success of university sport.

VOICES

"You need to understand that they are students before football players. Whatever you do, you need to align it with their academics."

Universities are the only ones that supply that space for the 18-to 23-year-old athlete."

Because of Varsity Sports we had to adapt our services and programmes."

The entire campus comes together around one event."

Sport becomes a laboratory for leadership development."

Varsity Sports made us raise our game operationally."

INSTITUTIONAL & SPORT-RELATED IMPACT:
VOICES OF STUDENT-ATHLETES

STUDENT-ATHLETE DEVELOPMENT AND SUCCESS

- **High-quality** competition environments and structured development opportunities.
- **Access to coaching, sport science, bursaries** and support systems.
- Builds **discipline, resilience and motivation** for excellence in sport and life.

ACADEMIC SUCCESS AND STUDENT SUPPORT

- **Supports systems** and academic flexibility help balance study and sport.
- **Discipline and commitment** in sport translates into better academic performance.
- **Holistic development** of graduates and future employability.

LEADERSHIP DEVELOPMENT AND PERSONAL GROWTH

- **Builds confidence,** communication, teamwork and responsibility.
- **Develops leaders,** captains, mentors and role models.
- **Strengthens decision-making,** pressure management and accountability.

WELLBEING AND SOCIAL CONNECTEDNESS

- **Creates friendships,** belonging and a sense of identity.
- **Supports emotional wellbeing** and stress management.
- **Promotes integration** and community across universities and sports.

CAREER DEVELOPMENT AND EMPLOYABILITY

- **Develops transferable skills** valued by employers.
- **Provides networking,** exposure and professional opportunities.
- **Builds confidence** for future careers in and beyond sport.

STUDENT-ATHLETES VOICES

> *"I didn't even remember first year. It was just so much. I was sleeping, training and trying to keep up with my work."*

NETBALL PLAYER

> *"The soft skills that we learn from balancing football and academics."*

FEMALE FOOTBALL PLAYER

> *"Varsity Sports taught me how to lead under pressure and manage competing responsibilities."*

STUDENT-ATHLETE

> *"The friendships and networks I developed through Varsity Sports will remain with me long after university."*

NETBALL PLAYER

> *"We don't have that much support. We get a little from our coach and manager."*

FOOTBALL PLAYER

> *"Varsity E-sports served as an important platform for social interaction and community building."*

E-SPORTS PLAYER

Varsity Sports has a profound impact on student-athletes – **developing talent, supporting success, building character,** and **preparing them for life beyond university.**

INSTITUTIONAL & SPORT-RELATED IMPACT:

SHARED PERSPECTIVES ACROSS THE VARSITY SPORTS ECOSYSTEM

University Executives
Institutional perspective

KEY IMPACT

- Strategic value and institutional reputation
- Investment returns and sustainability
- Student development and transformation

Student-Leaders
Student perspective

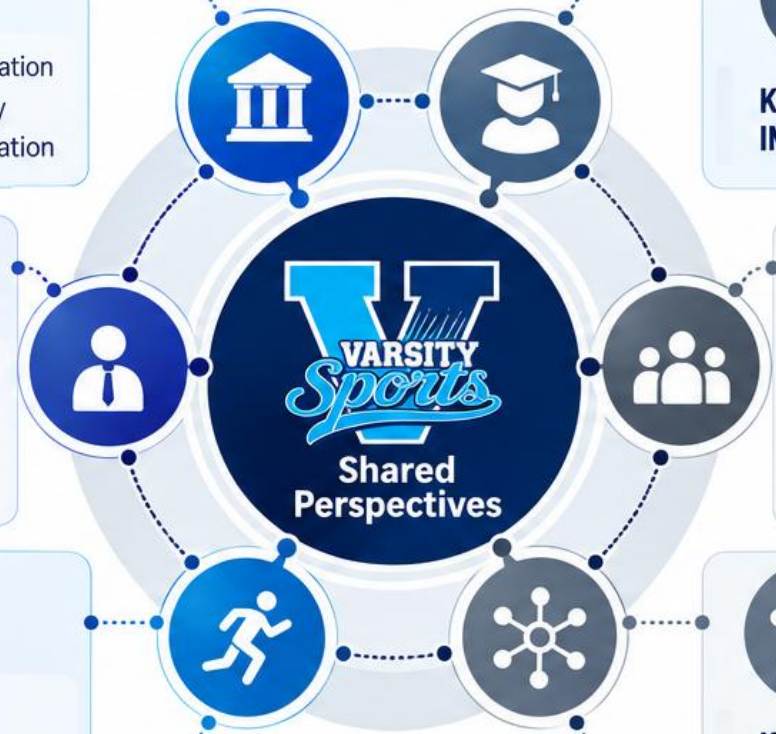
KEY IMPACT

- Belonging and campus identity
- Leadership and opportunities
- Positive student experience

Heads of Sport
Strategic and operational perspective

KEY IMPACT

- Programme development and growth
- Institutional positioning and partnerships
- Student development and pathways



Sport Staff
Operational perspective

KEY IMPACT

- Quality events and safe environments
- Athlete and team development
- Facilities, resources and operational support

Student-Athletes
Participant perspective

KEY IMPACT

- Sporting and academic success
- Personal growth and well-being
- Career and life opportunities

National Stakeholders
Ecosystem perspective

KEY IMPACT

- Sector growth and national impact
- Visibility and brand value
- Pathways and opportunities beyond university

SHARED PERSPECTIVES (ACROSS ALL VOICES)

- Institutional visibility and reputation
- Student development, success and well-being
- Belonging, inclusion and community
- Partnerships and collaboration
- Quality events, safe environments and operational excellence

Key stakeholders

- University Executives
- Student-Leaders
- Heads of Sport
- Sport Staff
- Student-Athletes
- National Stakeholders

From Advocacy to University Social Charity/Strategy

Leveraging Varsity Sports for community engagement and multiple benefits

COMMUNITY THEMES AND ACTIONS

PROVEN INITIATIVES SINCE 2014

Mental Health Awareness

- Peer support and awareness programmes
- Reduce stigma and promote positive mental health

Safety, Gender-Based Violence & Anti-Crime

- Awareness and prevention campaigns
- Safer campuses and communities

Health and Life Skills

- Life skills, nutrition and wellbeing
- Positive behaviour and responsible choices

Student Well-being & Inclusion

- Inclusive and accessible sport
- Support for disadvantaged students
- Belonging and community integration

THE DICHOTOMY

TWO WAYS TO VIEW COMMUNITY IMPACT

ADVOCACY / CHARITY	UNIVERSITY STRATEGY
✗ Separate, once-off social initiatives.	✓ Integrated into university strategy and values.
✗ Campaign-based and short-term.	✓ Co-created with communities, NGOs and government.
✗ Often led by external partners and funding.	✓ Aligned to teaching, research, student development and institutional goals.
✗ Limited integration with academic and institutional strategy.	✓ Measured for shared value and long-term impact.

OR

SHOW US AS A UNIVERSITY PRIORITY

A single, integrated platform uniting sport, education and social impact.

Show US

SPORT | PEOPLE | COMMUNITIES

- Aligned to university strategic goals (access, success, transformation).
- Student-led and community-focused.
- Multi-partner platform (universities, USC, NGOs, government).
- Data-driven with clear outcomes and learning.

LEVERAGING VARSITY SPORTS FOR MULTIPLE BENEFITS

STUDENT-ATHLETES
Personal development, leadership and well-being.

UNIVERSITIES
Stronger reputation, greater student engagement.

STAFF
Meaningful careers and skills development.

COMMUNITIES
Safer, healthier and more inclusive communities.

USC
Greater relevance and expanded reach.

NATIONAL SPORT SECTOR
Stronger talent pathways and a more active society.

UNIVERSITY DISTRIBUTION & PARTICIPATION

FINANCIAL IMPACT OF VARSITY SPORTS

DIRECT FINANCIAL BENEFITS TO UNIVERSITIES

Universities received **R18.9m** in preparation fees and **R7.7m** in prize money, providing direct support for participation, team preparation, and competitive performance.

DEDICATED TOURNAMENT SUPPORT FUND

A tournament **support fund for non-current codes** was introduced in 2024 and 2025, contributing **R1.3m** over the two years.

DIRECT COST SAVINGS FOR UNIVERSITIES

- Estimated **R104m** spent on flights, accommodation, ground transport, meals and travel costs – **~42%** of total competition expenditure.
- USSA investment of **R17.5m,** the largest component **(R7.1m)** was support for the World Student Games towards Team South Africa's preparation.

STRONG RETURN ON INVESTMENT

Benefit–Cost Ratio (BCR) without media value: **R718m** return on **R667m** investment in cash (R149m), jobs (R140m) and infrastructure (R429m).
Tangible BCR: **1.08x.**

MEDIA VALUE IMPACT

With a conservative media value attribution (12% effective media credit), the BCR increases to **1.81:1,** a **73%** improvement over the cash-only model.

These findings highlight the **significant strategic value** of Varsity Sports, suggesting that **media exposure** and **brand visibility** are important contributors to the overall return generated for universities.

MEDIA EXPOSURE CREATES REAL VALUE
FOR MEMBER UNIVERSITIES

GREATER VISIBILITY. STRONGER BRANDS. MORE OPPORTUNITIES. BIGGER IMPACT.

HOW MEDIA VALUE IS CREATED

Total media value is the sum of multiple channels.

- TV/Broadcast
- Earned media
- Paid media
- Social media
- Website traffic

TOTAL MEDIA VALUE
R4.1 BILLION
over the life of the programme

DIRECT BENEFITS TO MEMBER UNIVERSITIES

FINANCIAL VALUE
R18.9m preparation fees and R7.7m prize money to universities (recent period).

COST SAVINGS
R104m in travel, accommodation, meals and transport (~42% of total competition costs).

BRAND VISIBILITY
Increased national profile, stronger reputation and student recruitment.

SOCIAL & DEVELOPMENT IMPACT
Greater student engagement, alumni connection, partnerships and community impact.

A FAIR AND SUSTAINABLE INVESTMENT MODEL ACROSS SPORTS AND UNIVERSITIES

Commercial value varies across sports and universities. Resources are allocated to maximise value and ensure equitable opportunity.

SPORTS AND UNIVERSITIES CONTINUUM

EMERGING	DEVELOPING	ESTABLISHED
Building participation and access	Growing visibility and capacity	Strongest media value and commercial potential
Access to baseline resources and quality competition.	Expanding resources to improve quality and competitiveness.	Enhanced resources to drive excellence, innovation and national/international visibility.

MEDIA VALUE DRIVES A STRONG RETURN FOR MEMBER UNIVERSITIES

Investing in visible, high-quality university sport strengthens institutional finances, brand positioning, student development and long-term impact – while creating equitable opportunities across all sports.

A Connected Ecosystem Approach

Leveraging varsity sports for people, opportunities and a more active, inclusive and prosperous society.

1. **Enhance Student-Athlete Development and Wellbeing.**
2. **Maximise Commercial Value and Reinvest for Greater Impact.**
3. **Strengthen USC's Enabling Role.**



4. **Build Capable Staff and Leadership.**
5. **Deepen Community Engagement and Social Impact.**
6. **Integrate with the National Sport Sector.**

SHARED OUTCOME

A vibrant, inclusive and sustainable university sport system that develops people, strengthens universities and contributes to a healthier, more active and prosperous society.

Optimal Benefits for: Student-Athletes | Staff | Universities | Communities | USC | National Sport Sector

IMPLICATIONS FOR USC AND MUs

Six strategic priorities to maximise value, ensure equity and drive impact

Strategic Priority	USC	MUs
1 **Enhance Student-Athlete Development and Wellbeing.**	• Set national standards and support systems. • Champion wellbeing and dual-career pathways.	• Deliver quality sport, academic and wellbeing support. • Prepare students for life and career opportunities.
2 **Maximise Commercial Value and Reinvest for Greater Impact.**	• Lead national media, sponsorship and commercial strategy. • Grow the overall value of university sport.	• Leverage institutional brand and local partnerships. • Activate media and digital opportunities.
3 **Strengthen USC's Enabling Role.**	• Provide strong governance and coordination. • Act as a platform for innovation, data, media and stakeholder engagement.	• Deliver high-quality competitions across sports. • Support development of emerging sports and athletes.
4 **Build Capable Staff and Leadership.**	• Invest in coaches, support staff and university sport leaders. • Foster a high-performance and values-based culture.	• Provide professional development and career pathways. • Support and strengthen staff and leadership capacity.
5 **Deepen Community Engagement and Social Impact.**	• Drive national participation and social inclusion. • Build strategic partnerships and legacy.	• Engage local communities and schools. • Use sport as a platform for social inclusion and pride.
6 **Integrate with the National Sport Sector.**	• Implement a consistent national measurement framework. • Demonstrate institutional, social and economic value.	• Collect and use data to demonstrate value. • Share learnings and contribute to national reporting.

SHARED OUTCOME | A vibrant, inclusive and sustainable university sport system that develops people, strengthens universities and contributes to a healthier, more active and prosperous society.

SHARED VALUE & REINVESTMENT

Financial resources • Media exposure • Expertise • Infrastructure • Partnerships

USC
Commercial Value Engine

- Sponsorship and partnerships
- Media exposure
- Premium competitions and events

Generates value

MEMBER UNIVERSITIES

Educational purpose
Student development
Institutional value

Enhances opportunity

MUs
Equitable Competition Engine

- Access and participation opportunities
- Development of emerging sports
- Fair and transparent competition structures

Member Universities and Sports Continuum
A shared pathway to quality and sustainable growth

Emerging
Building participation and basic systems

Developing
Growing capacity and opportunities

Established
Stronger systems and greater impact

FOUNDATIONS FOR SUCCESS

- Quality competition
- Athlete wellbeing
- Academic support
- Inclusive participation
- Visibility
- Governance

4 KEY STRATEGIC RECOMMENDATIONS

Positioning university sport for sustainable growth, greater equity and lasting impact

FOR UNIVERSITY EXECUTIVES

Strategic leadership and institutional value

1. Position sport strategically
2. Invest for stronger impact
3. Leverage brand and partnerships
4. Enable data-driven decisions

FOR HEADS OF SPORT

Delivery, development and equity.

1. Strengthen development pathways
2. Prioritise student development
3. Advance equity and inclusion
4. Drive commercial growth
5. Foster an integrated ecosystem
6. Measure and communicate impact

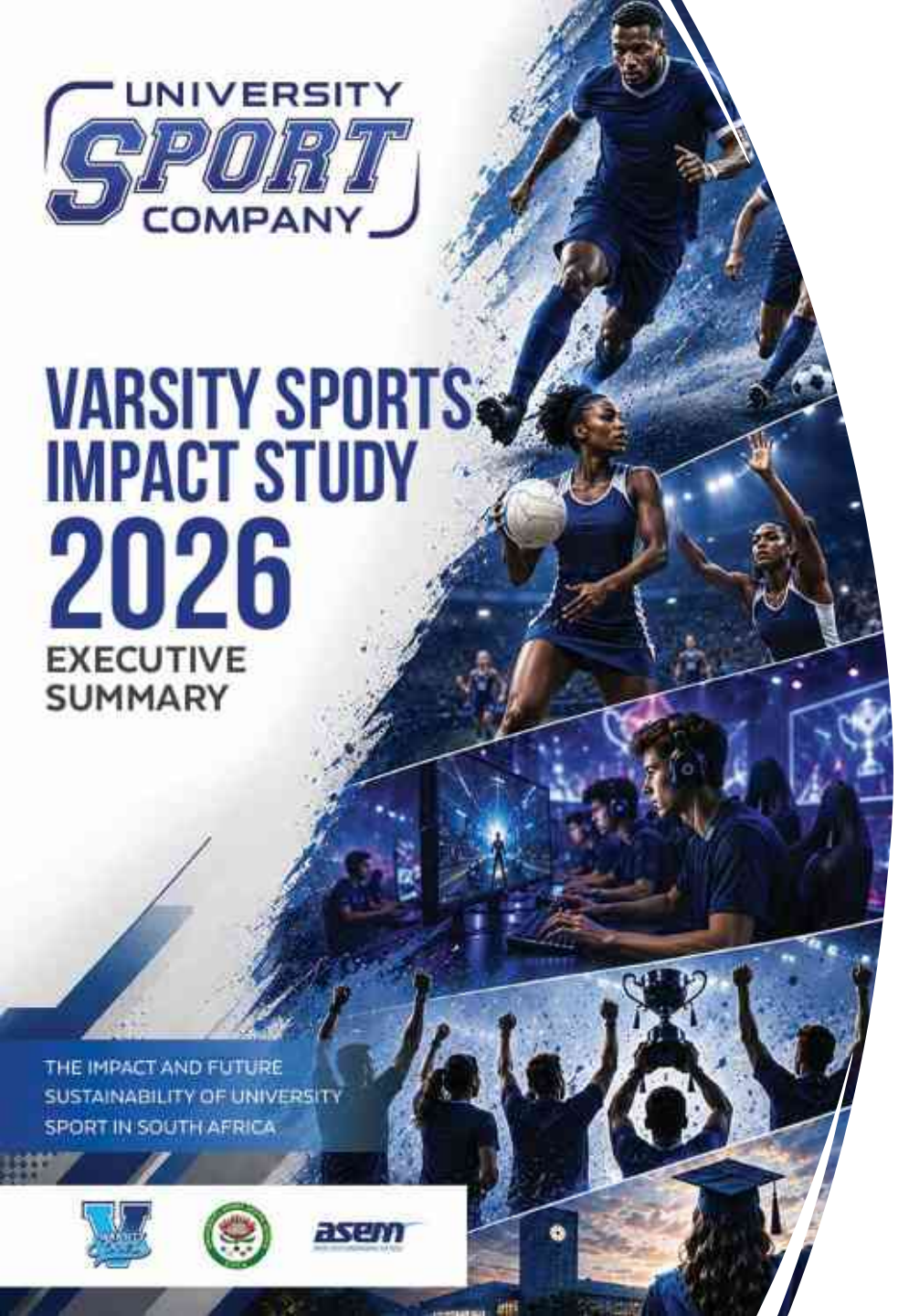
STRATEGIC DIRECTION

A stronger, more inclusive and higher value university sport system

- Commercial strength
- Equitable opportunities
- Sustainable impact
- Collaborative approach

EXPECTED OUTCOMES

- Greater commercial value
- More equitable competitions
- Stronger universities
- Lasting social impact



Scan the QR Code for the full study

Thank you!