



Sydney Uni
SPORT & FITNESS

STRATEGIC PLAN 2021-2026

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SUSF's Mission, Vision and Core Values

1. OBJECTS

SUSF is a not-for-profit company governed by a Constitution and an experienced Board. SUSF's official objects, as set out in Clause 4.2 of its Constitution, are:

"To promote the health and wellbeing of members of the University, and members of the Clubs and general communities through the provision of sport and recreational activities and facilities and through supporting activities and the Clubs and otherwise to:

- (a) promote and support the performance of athletes at competitive levels; and
- (b) provide sports and fitness opportunities for recreational participants."

SUSF has distilled these constitutional objects down to the following Mission and Vision statements.

2. OUR MISSION AND VISION

SUSF's Mission is:

"To improve the lives of the University Community"

SUSF's Vision, is to achieve its Mission:

"... by providing a world-leading University sports organisation for participation to high-performance level members."

That is, our goal is to provide high quality sport and fitness programs and facilities to the University's students, alumni, staff and clubs as well as its local, national and (ever increasing) global communities.

Achieving our goal, from the participation level through to the high-performance level, will help our members become the best possible versions of themselves both on and off the field of play.



3. OUR VALUES

While it is essential to know how we will achieve our mission, it is also imperative to identify what principles will guide us along the way. These principles are SUSF's core values and they underpin our decision making. At its essence, SUSF exists for the University's community and our Mission, Vision and core values mirror those of the University itself.

Reflecting the University's Strategic Plan 2016-20, SUSF is committed to the University's pursuit of **excellence, engagement and simplification** and will remain underpinned by our shared core values of:

- Courage and Creativity,
- Respect and Integrity,
- Inclusion and Diversity, and
- Openness and Engagement.



SUSF's Competitor Analysis

To maintain its status as a world-leading University sports organisation, SUSF must understand where it stands in 2021 and then measure itself against the sectors in which we compete on the local, national and international stages. In doing this, SUSF continues to monitor the following three sectors:

- **Locally:** A comparison against local health, fitness and aquatic centre offerings;
- **Nationally:** A comparison against other Australian universities' sports programs; and
- **Internationally:** A comparison against World university rankings for sports related subjects and sports programs.

1. WHAT IS SUSF IN 2021?

SUSF is a multi-programmed sports organisation with over 14,000 members from the student body, alumni and local community. SUSF's programs can be broken down into four categories:

1. Our **Facility Programs** (Gym, Swim, Courts and Group Fitness Centre) providing classic fitness facilities to over 8,000 members (including 6,000 students) who tend to prefer individual exercise in which the member dictates how much and how often they participate.
2. Our **Participation Programs** involving multiple short-term sports competitions such as lunch time sports, intercollegiate, interfaculty and intramural competitions, school holiday camps, and short courses catering for over 10,000 people a year. These programs prove popular with members who wish to play their chosen sport at a more friendly/community participation level and generally require only a short-term or once-a-week commitment of time.
3. Our **Clubs Program** involving 40 different sports clubs ranging from participation through to high-performance levels. The Clubs Program caters for over 7,000 members (including approximately 4,000 students) and provides high level training and competitions for our members who are interested in committing to multiple trainings and games per week for a full winter or summer season. The Clubs Program is heavily supported and mostly administered by student and alumni volunteers.
4. Our **Scholarship Athlete Program** under which SUSF supports over 270 University of Sydney student athletes with academic advice, tutoring, strength and conditioning, mentorship, sports dieticians and psychologists.



2. COMPARISON AGAINST LOCAL OFFERINGS

Within a 15-kilometre radius of Sydney's CBD, SUSF is the only sporting organisation that offers three gyms, a group fitness centre, a 50m indoor pool, indoor climbing facilities, multi-sport court hire options and over 40 club sport opportunities. This is in addition to free and low-cost recreation programs. Our closest competitor to matching these offerings is the UNSW sports facilities which was closed from March 2020 through to February 2021.

SUSF's annual facilities pricing benchmarking places SUSF's community pricing structure at the lower end of Sydney's health and fitness operators (less expensive than F45 and Fitness First but more expensive than the small limited-service gyms).

In addition, SUSF offers (by far) the widest range of membership categories designed to suit the eclectic needs of our community. We also offer University of Sydney students discounts of 30% and above for our fitness and recreational services and programs. This is unique amongst our competitors.

Finally, SUSF is the only sports program in NSW to offer over 40 different sporting Clubs to cater for the disparate participation and high performance requirements of our students, alumni, staff and community.

By any measure, SUSF is currently the leading organisation for participation through to high-performance level sports in NSW.





3. COMPARISON AGAINST OTHER AUSTRALIAN UNIVERSITY SPORTS ORGANISATIONS

There are currently 43 University sports organisations in Australia. Each year, UniSport Australia conducts a survey of these organisations, ‘off-field performances’ and, in the 2020 UniSport survey, SUSF ranked number 1 of 31 universities for:

- support for university clubs,
- annual revenue of campus sport facilities,
- number of sports staff, and
- number of students employed.

SUSF was also the only University that ranked in the top 5 in all participation categories by students and non-students.

‘On field’, over the past 12 years, SUSF and our clubs are currently recognised as the premier Australian university for our performances across international and domestic sports and for our leading sporting scholarship program. SUSF is the current reigning UniSport Australia Overall Champion University and has won this annual award more times than any other University.

SUSF recognised these achievements must be matched by participation and seeks to be at the forefront of expanding recreational and participation sport with recent successes via its student water safe, Run Syd Uni fun run and learn-to-row programs. SUSF will continue to monitor other University participation programs to ensure that we remain a market leader in this field.

From a facilities perspective, SUSF’s facilities rate very well however we have identified that many of the other Australian Universities now boast synthetic multi-sport fields while 9 of the 43 universities also boast an athletics track which is also used by their faculties for high performance sports research.

4. WORLD RANKINGS FOR SPORTS RELATED SUBJECTS

Internationally, Universities’ rankings for sport are dominated by the Shanghai-based QS World University Rankings per the category: “Sports Related Subjects”. The 2020 QS rankings for sports related subjects are as follows [2019 rankings at end]:

1. Loughborough University (UK) [1]
2. University of British Columbia (Canada) [3]
3. University of Queensland (Australia) [2]
4. University of Sydney (Australia) [4]

In determining rankings, strong emphasis is placed on the link between fields of study, research and facilities. For example, at Loughborough University, the UK Government and the University have established a £15m Sports Technology Institute and a hub campus of the National Centre for Sports & Exercise Medicine. The link between Loughborough’s health sciences academics and their high-performance athletes is critical to the University’s overall success and has brought with it significant government research and capital funding.

The Faculty of Medicine and Health’s relocation from Cumberland Campus to the new Susan Wakil Health building on Camperdown Campus in 2021 is set to create unique inter-professional learning programs and multi-disciplinary research opportunities placing University of Sydney students and staff at the forefront of health innovation, learning and policy. SUSF must play a key role in the interplay between sport, study, research and the facilities they require going forward.

In the USA, the National Collegiate Athletic Association (NCAA) sports programs run by many of the Division 1 Colleges are heavily funded by broadcast revenue and the strong US tradition of philanthropy. Each College tends to concentrate on a fewer number of high performance sports as opposed to the participation and multi-club approach adopted by SUSF. The US College high-performance programs remain the gold standard in global University sports programs and both should be an important reference point for SUSF to meet its Vision provided that SUSF can continue to concentrate on both the academic and athletic performances of our athletes.



SUSF's Strategic Plan

Core values and Mission/Vision statements act as a compass for an organisation – especially when it is confronted with difficult and unexpected choices. However they mean nothing without the strategy, substance, and resources to back them up.

This SUSF Strategic Plan summarises the principles that will guide the detailed sport, infrastructure, and departmental strategies that will flow from this master strategy.

At its core, SUSF must perform three key functions for the University's sporting community. SUSF must be:

An *INCUBATOR*, an *AGGREGATOR*, and a *PROMOTER*.

As an **Incubator**, SUSF's key roles are to:

- Provide great opportunities for our students, staff, alumni and community to discover new sports and develop great life-long friends and skills via our clubs and participation programs; and
- Foster and develop our higher performing clubs and athletes up to a professional level (both academically and athletically) via our Clubs, high-performance sports scholarships and programs.

As an **Aggregator**, SUSF's key roles are to:

- consolidate and optimise the use of SUSF's resources including our facilities, finances, administration, HR, communications, education and training, services; and
- provide centralised services, facilities and subsidies to support the students, clubs and programs from the participation through to the high-performance levels.

As a **Promoter**, SUSF's key roles are to:

- communicate, broadcast and celebrate activities and achievements of our members, Clubs and programs both within the University and throughout Australia and the world;
- perform an ambassadorial role for the University to attract more high-calibre students, both domestically and from abroad, while driving up sponsorship and philanthropic opportunities to help us to achieve our Vision; and
- promote the image of the University of Sydney to the community in a positive manner through SUSF's professionalism, sportsmanship and excellence.



Goals and Initiatives of the Detailed Strategies



In order to achieve our Vision and Mission, and by using the guiding principles of *Aggregator, Incubator and Promoter*, SUSF will pursue the following four detailed strategies over the next 5 years:

1. SUSF Sports Strategy
2. SUSF Infrastructure & Sustainability Strategy
3. SUSF Promotional Strategies
4. SUSF Finance & Administration Strategy

The implementation of each strategy will improve SUSF's ability to perform at least one of its three key functions across the multiple levels of participation, Club and high-performance sport.

1. SUSF SPORTS STRATEGY

The SUSF Sports Strategy encompasses initiatives aimed at improving our offerings across all levels of sport. To achieve our Vision, SUSF must concentrate on the five key overlapping areas of our sports offerings, specifically:

- a. Student Participation Strategy
- b. Diversity & Community Participation Strategy
- c. Clubs Strategy
- d. High Performance & Scholarships Strategy
- e. Sports Specific Strategies



A. Student Participation Strategy

The goals of our Student Participation Strategy will be to create:

- A stronger sense of University engagement and belonging within the student cohort;
- A wider variety of social sport offerings and spectator/participant-friendly special events;
- Increased collaboration and events with the other student organisations and the University;
- An environment which “eases the transition” from secondary school to campus life, ensuring that everyone feels welcome and can participate; and
- A greater level of engagement from our Clubs in the student participation element of their respective sport on Campus.

To achieve these goals, we will implement the following initiatives within the following timeframes:

- Revamped and heavily promoted Interfaculty, Inter-school and Intramural sporting competition from 2021;
- Institute a reward system to encourage our Clubs to assist SUSF in the roll out of mid-week student participation events in their chosen sports (as opposed to Clubs just concentrating on their weekend grade and pennant competitions) from 2022;
- Collect, analyse and report data on first-year students participation rates from 2021;
- Implement a lunchtime multi-sports program in which students can represent their USU/SRC/SUPRA Clubs from 2022; and
- Host more ‘pop up’ events for students during semester with low barriers for entry from 2021.

B. Diversity & Community Strategy

Closely linked to our Student Participation Strategy, the goals of our Diversity & Community Strategy will be to create:

- Programs specifically targeted at our international student cohort;
- A stronger level of engagement with the University’s and local indigenous communities;
- More schools using our facilities during off-peak times (including stand-alone activity days and regular school sport sessions);
- More specialised programs for the Sydney University Post-graduate Representative Association (SUPRA) cohort, USVD staff (Wellbeing Champions) and people with a disability;

- Sports programs, policies and Clubs in which the LGBTQIA+ community feel welcomed and comfortable;
- A greater understanding among the local community that SUSF and Club membership is open to all, not just students and alumni; and
- A culture that is inclusive and welcoming to all demographics.

To achieve these goals, the following initiatives and timeframe targets have been identified:

- Engage a **Campus Life and Student Engagement Manager** with Chinese language skills in 2021;
- Offer “University Campus Sport Tours” to secondary schools in the area to showcase our facilities and programs from 2021;
- Facilitate ‘non-traditional’ sporting pop-up events outside of our sports centres from 2021;
- Screen free-access major sporting events on the Oval 1 Electronic Scoreboard for the enjoyment of our campus community;
- Organise field trips to sporting events and promote them to international students eg. the Kings, WNBL, Shute Shield, Rawson Cup, etc from 2021 and;
- Identify specific initiatives in the following areas during 2021 for implementation from 2022:
 - o Engage specific focus groups within the University to strengthen the relationship and to tailor offerings to specific groups;
 - o Host more women-in-sport special events and short courses such as self-defence and violence negotiation workshops;
 - o Host events that coincide with NAIDOC week;
 - o Work with Disability Sports Australia and their NSW counterparts in the roll out of relevant programmes and research activities; and
 - o Trial “pilot” special events for residences and USU societies on campus.



C. Clubs Strategy

The goals of our Clubs Strategy are to:

- Improve SUSF's services offered to our Clubs (as well as improving our Clubs' understanding of these services);
- Improve the transparency and objectivity of the Club allotment process;
- Provide Clubs with the necessary best practice governance support, structures and affiliations to help them manage future challenges;
- Support each of our Club's aspirations to step-up to the next level of competition;
- Promote collegiality and support between the Clubs; and
- Encourage Clubs and the Clubs Advisory Committee (CAC) to promote ideas and initiatives for the on-going development and roll out of SUSF's Strategic Plan.

To achieve these goals, we will implement the following initiatives within the following timeframes:

- Agree Affiliation Agreements with each of our Clubs and a Master Affiliation Agreement with the University of Sydney in 2021;
- Provide our Clubs with a model for incorporation in order to identify and assist the Clubs that intend to incorporate by the end of Quarter 2, 2021;
- Provide Clubs with wide-ranging support by way of policies and procedures that are more objective and transparent (including working with the CAC to review the current allotment and allocations process) from 2022;
- Assist Clubs in improving their governance structures from 2021;
- Ensure that each Club has a current and operational strategic plan in place by Quarter 4, 2022;
- Providing the Clubs with a pool of contestable funding for student engagement opportunities;
- Facilitate the engagement of Club staff in continued education/professional development which draws upon collaboration with the University, as well as support their aspirations for higher representative honours; and
- Provide opportunities and encouragement to Clubs to 'bring them together' and to support each other's events, successes and knowledge.



D. High Performance & Scholarships Strategy

The goals of our High Performance & Scholarships Strategy are to:

- Create 'triple threat' graduates who are strong and well in mind, body and spirit – ready to take on both a profession and high-performance sport. We want to be as proud of our athlete's happiness and success in life and business as we are of their sporting achievements;
- Continue to support our established Clubs while inspiring other Clubs to look at this globally and to emulate their success and, where relevant to each sport, use the model of alumni/student combined Club-governance as the blueprint of future Club executives;
- Support each of our Club's aspirations to step up to the next level of competition;
- With the heightened support of participating Clubs, further develop our named scholarship program up to and beyond our stated target of \$5 million by 2025; and
- Develop and continue to provide high-performance environments to our members, Clubs and scholarship athletes.

To achieve these goals, we will implement the following initiatives within the below timeframes:

- Improve holistic support of student athletes through the establishment of mental wellbeing services from 2021;
- Drive the engagement of alumni through the development of a Scholarship Athletes Program and Blues/Golds social network site from 2021;
- Drive collaboration with the University's School of Health Sciences to facilitate mutually beneficial outcomes including 'practice and performance informed by research'; meaningful work experience/internships for our University students within our programs; and optimal use of our facilities/equipment and high-performance athletes to assist the University and our Clubs achieve new research and performance outcomes from 2021;
- Engage the experience and strategies of the University's development office to drive further philanthropic fundraising through the USSF's Five by '25 campaign and other new campaigns from 2022;
- Increase our investment in staff and services to enhance SUSF's reputation as an industry-leading athlete and Club development centre from 2023; and
- Work with the University to achieve recognition of Blues, Golds and Sports Awards on our student athlete's academic transcript.

E. Sport Specific Programs Strategies

The goals of the Sports Specific Programs Strategies are to:

- Realise the value of previously ‘un-tapped’ yet popular sports on Campus such as basketball, swimming, tennis, taekwondo and volleyball;
- Provide sustainable student-focussed sports programs beyond the ‘Saturday afternoon Club pennant’ level working with the relevant Clubs;
- Provide our Club athletes with an opportunity to provide and teach their sport to the University community while also earning an income;
- Help to promote the role and brand of SUSF throughout the University, local and global communities by providing sports programs that appeal to a diverse base; and
- Reach members of the University community who would not normally join a gym, sporting team or Club.

To achieve these goals, we will implement the following initiatives progressively over the next five years:

- Introduce and further develop student focussed whole-of-sport programs for sports which have appeal to both domestic and international students;
- Work with UniSport Australia to develop and live-stream inter-varsity leagues in sports that have mass appeal both locally and globally but do not yet have an established second tier national competition;
- Work with our Clubs and employ our Club’s student athletes in the delivery of these whole-of-sport programs and;
- Develop a base of junior Club members of these sports that will become the pipeline for future University students as well as provide the revenue to support the varsity level of the sports specific strategies.



2. SUSF INFRASTRUCTURE & SUSTAINABILITY STRATEGY:

The SUSF Infrastructure & Sustainability Strategy is guided by our desire, as an aggregator of sports facilities, to provide better and more sustainable high-class facilities that can also generate additional revenue streams.

Each of the proposed infrastructure projects also helps SUSF, as an Incubator, to develop our high performance athletes by providing better facilities to train and compete while also providing more facilities and usage time for our participation level members. In addition, to assist SUSF as a Promoter, each project (where relevant) should include the facilities to easily allow livestreaming of our events and marketing.

The initial 'wish list' of future capital projects includes:

- The Cumberland Campus Sports Precinct Development;
- Synthetic turf fields at the Square, St Andrews and St Johns (with athletics track) to significantly increase the available hours of use while decreasing SUSF's reliance on town water for irrigation;
- A hybrid turf at SUFG;
- Oval 1 refurbishment with new facilities (while linking up the Susan Wakil Health Building with the CPC building);
- Lights and drainage at St Paul's Oval;
- The redevelopment of the RWSC at Tempe (plus field opportunities on the horizon);
- Outdoor gyms, courts and running tracks to promote free student fitness during the day and good strength and conditioning facilities for our Clubs in the evening;
- Tiered seating covering a redeveloped grounds compound on the south eastern side of the SUFG;
- Stormwater retention/detention tanks at the Square and Oval 1;
- Transition of the SUSAC tennis courts to an indoor hard courts centre with multi-use capability (including a possible water polo/learn-to-swim pool);
- Redevelopment of the Glebe boat shed as a multi-water-sport facility;
- The replacement of all metal halide field and sports hall lights with energy efficient LEDs; and
- The Student Heart Project – being the creation of a new centralised Camperdown Campus student building encompassing more indoor sports facilities, SUSF and other student organisation offices and a University sports ‘Hall of Fame’ Cafe.

The above listed projects remain **unfunded** and unapproved by relevant stakeholders as at the end of 2020. Throughout 2021 and 2022, SUSF will prepare a capital project synopsis for many of these projects identifying user needs, stakeholders, capital requirements and revenue opportunities

In 2021, SUSF will also upgrade its finance and human resources systems. This upgrade is driven by our need, as an aggregator, to provide better centralised services to our Clubs, departments and programs. The Finance and Administration Strategy focuses on this capital project.



3. SUSF PROMOTIONAL STRATEGIES:

The SUSF Promotional Strategy encompasses three key areas of opportunity for SUSF, specifically our Marketing Strategy, our Sponsorship Strategy and our Philanthropy Strategy.

A. Marketing Strategy

Our Marketing Strategy sits firmly at the heart of SUSF's role as a promoter of sport for the University community. The goals of the marketing strategy are to:

- Correct a possible misperception of SUSF as an old fashioned sports Club to that of a world-leading sports organisation catering for all of the University community's needs;
- Develop a greater sense of understanding and appreciation within the University for the role played by SUSF and its Clubs;
- Expand our digital presence to cater for tomorrow's market;
- Focus on data analytics to determine what, how and where to market;
- Increase integration with the University and USU's marketing machines; and
- Drive revenue to enable SUSF to afford its strategic plan.

To achieve these goals, we will implement the following initiatives within the following timeframes:

- Launch our new optimised website with e-commerce capacity by 2021;
- Develop a comprehensive online store using the eCommerce capacity of the new website by 2022;
- Expand our on-line offerings to our members (made popular during the COVID crisis) from 2021;
- Work with our Clubs to create and promote the "Friday Night Lights" concept of at least one big evening sporting event every week during term time for students to attend for free from 2022 (due to likely COVID restrictions in 2021);
- From 2021, roll out a program of "Basketball Diplomacy" to remain contemporary and relevant to the next generation of students who may not be interested in the more traditional sports;
- Grow our online output / presence positioning ourselves as thought leaders online through social media, blogs, white papers etc. and by reducing our emphasis on print from 2022;
- Delve further into tracking and analytics to develop a better understanding of audience behaviour and content performance through data (and reporting) from 2021;
- Generate revenue through high-performing membership campaigns and program promotions that deliver high ROI from 2021;
- Cultivate and expand on the existing relationship with central University units, working closely with the University and USU marketing teams to cross-promote events and activities;
- Work with our Clubs to develop a line of SUSF merchandise and logo wear (both Club specific and SUSF) and collaborate with a retailer on the stock control, on-line and bricks & mortar retail roll out of this merchandise; and
- Launch SUSF TV as a live stream channel broadcasting (and archiving) all main SUSF Club and program events to bring SUSF's extraordinarily broad range of sport to our current and future domestic and international students (and their parents and alumni) from 2022.

B. Sponsorship Strategy

The goals of our Sponsorship Strategy are to:

- Raise revenue and resources to assist in the achievement of SUSF's strategic plan;
- Increase SUSF's existing network of friends and supporters; and
- Provide our current and new sponsors with a distinctive brand value that other organisations cannot.

To achieve these goals, we will implement the following initiatives from 2022 (noting the likely negative impacts of the COVID pandemic on the available sponsorship dollar in 2021):

- Seek to unite the Clubs in a sponsorship strategy leveraging off the vast buying power of the combination of all our Clubs and their networks;
- Emulate The Olympic Partner program by creating first tier partners that would all be leading players from different industries;
- Retain a broad group of existing sponsors as second tier or 'co-sponsors' who would benefit from access to the network of first tier sponsors;
- Gain or retain other sponsors as a third tier of 'booster sponsors' who would sponsor individual players or awards and have access to the network of SUSF sponsors;
- Use SUSF gym memberships, event tickets, sports luncheons and access to graduates as an incentive to sponsors to join the SUSF sponsorship program; and
- Introduce these sponsors to appropriate athletes for possible recruitment or mentoring purposes.





C. Philanthropy Strategy

The University of Sydney has the leading philanthropic program of all universities in Australia. In addition, SUSF is the leading University sports organisation in Australia and has had unrivalled success in its own philanthropic program under the guidance of the University of Sydney Sports Foundation. The University has a significant community of high affinity potential donors with a strong interest in sport. This community, and the success of the University in obtaining principal gifts, major gifts, and planned giving makes it a powerful ally for SUSF to engage and work closely with to increase the resources available to sport at the University.

The goals of the SUSF Philanthropy Strategy are to:

- Significantly increase the resources and philanthropic donations available to sport at the University; and
- Provide value, engagement and ongoing satisfaction to our donors.

To achieve these goals, we will implement the following initiatives throughout 2021 and 2022:

- Work with the University to develop an ongoing capability for major gift (\$100K+) fundraising to be undertaken across a range of student sporting activities overseen by SUSF. This process would involve:
 - Understanding a potential donor's philanthropic interests and following them wherever possible; and
 - Recognising and appropriately targeting 'capacity'.
- Developing an on-going capability for mid-tier (\$10K-\$100K) giving to be undertaken across our sports programs using a small number of agreed funding opportunities provided to potential donors for consideration;
- Creating a standardised approach to community-based fundraising with an online giving platform for general purposes for each of our Clubs and, where relevant, programs;
- Recognising the value of equipping and training volunteers to fulfil their role in the philanthropic process;
- Taking an integrated approach and working closely with the University's Alumni Relations department to generate leads for planned and major giving;
- Investigate the benefits of a development manager role to work with the University's Advancement Team and apply the University's donor centric fundraising strategy to cultivate prospective donors with a focus on soliciting major and mid-tier gifts for sport at the University;
- Each Club will continue to undertake community level fundraising re-focussed towards the general purposes of their Club and sport; and
- Develop sport specific crowdfunding pages on the University's crowdfunding platform which provide an effective and efficient avenue through which supporters can make tax deductible contributions.



4. SUSF FINANCE STRATEGY:

Driven by SUSF need, as an aggregator, to provide better centralised services to our Clubs, departments and programs, in 2021, SUSF will upgrade its currently outdated and inefficient finance and human resources system.

The goals of the SUSF Finance Strategy are to:

- Streamline and make more efficient SUSF's finance processes;
- Increase staff/Clubs' access to the data (including the Clubs' access to balances and accounts receivable);
- Increase the automation of data input in SUSF's finance processes;
- Increase the integrity and transparency of the system; and
- Increase the quality, timeliness and relevance of the reporting outputs.

To achieve these goals, we will implement the following initiatives within the following timeframes:

- Implementation of new Finance, HR and Payroll Systems by September 2021;
- Following implementation of the new finance system, SUSF will re-design the monthly financial reports and improve SUSF's management reporting to our Clubs and Departments in order to continuously monitor our cash flow position and forecasts on a monthly basis and to continue to develop our expertise in this area;
- Provide all stakeholders with more reliable and pertinent financial data within 12 working days of month-end;
- Continuously review SUSF's budget as our financial performance dictates; and
- By mid-2022, develop a strategic financial plan supporting the medium and long-term goals and objectives of the overall SUSF Strategic Plan, including:
 - Operations Financial Planning;
 - 5-year Cash Flow forecasting;
 - Investment Planning;
 - Capital Investment Planning; and
 - Funding Requirements.



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