

VICTORIA UNIVERSITY SPORT STRATEGY, 2019-2023

FROM GRASSROOTS TO ELITE

VICTORIA UNIVERSITY VU

HEALTHY AT VU

JUNIOR SPORT CLINICS



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 **VICTORIA UNIVERSITY**
MELBOURNE AUSTRALIA

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Vice-Chancellor's Foreword

Victoria University has strong ambitions to be Australia's leading sport university and a global leader in sport. Our standing is built on a foundation dating back to our predecessor, which was one of the first institutions to offer courses in physical education.

Today we have a world-class reputation in sport science, ranking 12th globally in the Shanghai Academic Rankings of World Universities and receiving the highest rating of five (well above world standard) in the 2015 Excellence in Research for Australia assessment. We are one of Australia's leading providers of sport courses, offering 40 sport-related courses that span exercise science to sport management, youth work to sport engineering, fitness to nutrition, and have built a profile as an elite athlete-friendly institution, as well as establishing more than 350 affiliations with professional sporting bodies and employers.

Over the years, we have worked hard to build this profile through strategic investments, such as our \$68-million, high-technology facility used by students, researchers and professional sports teams. These facilities are the home of our Institute for Health and Sport (iHeS), which provides the platform for VU's world-class research into areas such as sport and exercise science, active living and public health and sport in society.

We also have a record of sustained and strong partnerships with sporting organisations including the Australian Sports Commission, Sport Australia, the Western Bulldogs Football Club (VFL, AFLW, AFL), Melbourne Victory Football Club, Tennis Australia, Swimming Australia, ACHPER and VicHealth, to name a few, as well as leading international sport universities such as Beijing Sport University (China), German Sport University (Germany), Real Madrid Graduate School (Spain), Auckland University of Technology (NZ), and Loughborough University (UK).

The Victoria University Sport Strategy, 2019-2023: From Grassroots to Elite builds on our early foundations, and aims to leverage our current excellence in sport, to continue to grow Victoria University's profile and reputation as a leading global university in the field of sport, from grassroots to elite, and to leverage this expertise in support of health – through exercise and active living. This broadening of our focus aligns strongly with our existing flagship area of strength – between sport exercise, active living and health – and recognises the strong connection between sport, exercise, active living and health and its importance for the overall wellbeing of communities.

This is deliberately an institution-wide strategy; it is not limited to our Institute for Health and Sport and our College of Sport and Exercise Science but rather leverages off the whole of VU's expertise, capacity, partnerships and experience to deliver our global and distinctive reputation in sport. As the Vice-Chancellor, I look forward to working with our partners, students and staff to enact the strategic objectives and priorities of this strategy. I am confident that by 2030, Victoria University will be number one for teaching, research and engagement in sport in Australia through our transformative approach and impact.

PROFESSOR PETER DAWKINS AO
VICE-CHANCELLOR AND PRESIDENT



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ACKNOWLEDGEMENT OF COUNTRY
We acknowledge the Ancestors, Elders and families of the Boonwurrung, Waddawurrung and Woiewurrung of the Kulin who are the traditional owners of University land. As we share our own knowledge practices within the University may we pay respect to the deep knowledge embedded within the Aboriginal community and their ownership of Country. We acknowledge that the land on which we meet is a place of age old ceremonies of celebration, initiation and renewal and that the Kulin people's living culture has a unique role in the life of this region.



EXECUTIVE SUMMARY

The Victoria University (VU) Sport Strategy 2019-2023 outlines our commitment to cementing VU's place as a leading Australian and global institution in the field of sport. Over our history and particularly in the last decade, VU has been a leading local, national and global contributor in the field. Our teaching and learning, research and engagement with the sport industry has blazed a trail that many others have now chosen to follow.

Through this strategy, it is time once again for VU to establish a new national benchmark for what leading in sport, sport science and active living means in practice and to leverage that benchmark into global recognition as a world-leading university in the field of sport.

We will do this through a renewed focus on innovative teaching and learning opportunities that use VU's block model to distinct advantage such that our sport-based learning becomes a hallmark of The VU Way.

In addition, our research will be deeply focussed on the areas that matter most to the sport industry and where the learnings can be applied from grassroots to elite in support of sport at all levels.

We will continue to grow our partnerships with the sport industry – locally, nationally and globally – ensuring that our research translates to meaningful outcomes and that our graduates are best-of-breed.

Finally, we will lead the way, with a number of those partners, in using sport to help ensure that Australia becomes renowned globally – not only for its sporting prowess but as one of the healthiest nations on earth.

This strategy is underpinned by the Victoria University Strategic Plan 2016-2020 and will be reviewed and refreshed on a regular basis to ensure that sport at VU is continually setting the mark toward which others must strive.

INTRODUCTION

As the University of Opportunity and Success, Victoria University is committed to:

- providing educational and training opportunities for any student from any background;
- undertaking applied and translational research that impacts industry, communities and policy; and
- strongly engaging with the communities that VU is part of – locally and globally.

Sport, to that end, is a wonderful 'opportunity and success' platform and as such has a special place at VU. During the early 1970s Footscray Institute of Technology (FIT), VU's predecessor institution, was among the first in Australia to offer degree courses in Physical Education.

In 1983, FIT was also the first higher education institution to partner with a Chinese University – the Beijing Sport University – a partnership that continues to this very day. Throughout the ensuing decades, VU expanded its range of sport-related offerings including courses in exercise science, rehabilitation, sport management and sport science.

On this foundation of expertise and experience, VU established the Institute of Sport, Exercise, and Active Living (ISEAL) in 2010, and a dedicated College of Sport and Exercise Science in 2013. Most recently, ISEAL evolved into the Institute of Health and Sport (iHeS) which includes a broader, health focussed, research agenda.

The VU Sport Strategy 2019-2023 builds on these institutional foundations, and aims to leverage the expertise, capacity, partnerships and experience of VU, to build Victoria University's profile and reputation as a leading global university in the field of sport, from grassroots to elite, and to leverage this expertise in support of health – through exercise and active living.



This strategy recognises the strong connection between sport, exercise, active living and health and its importance for the overall wellbeing of communities. In recognition of the Australian Government's bold new vision for sport in Australia – to ensure we are the world's most active and healthy nation, known for our integrity and sporting success – VU has identified seven key areas in sport that will ensure we do our part to contribute to: building a more active Australia, achieving sporting excellence, safeguarding the integrity of sport and strengthening Australia's sport industry¹. In addition to supporting Australia's development as a sporting nation, we are also focussed on developing our global reputation in teaching and learning, research and engagement across these seven areas. Further, our activities in these areas will be leveraged within our wider Health, Sport and Active Living flagship to ensure that the health and wellbeing of all Australians is a priority outcome. Specifically, our efforts will be focussed on leading in:

- Sport performance
- Human movement tracking and sport data analytics
- Sport participation, diversity, inclusion & physical literacy
- Women in sport
- Active living
- Sport business leadership and management
- Sport governance and integrity

ACROSS THESE SEVEN KEY AREAS, OUR EFFORTS INCLUDE:

- Delivering workforce aligned student learning through existing and new Vocational and Higher Education programs to produce job-ready talent for industry.
- Offering innovative courses such as Bachelor of Outdoor Leadership, Master of Sport Business and Integrity, Master of Sport Science (Football Performance) – with industry embedded engagement opportunities where possible.
- Engaging with more than 300 professional sporting bodies and employers and cultivating a range of strategic sport partnerships including Sport Australia, the Australian Institute of Sport, the Western Bulldogs Football Club, the Melbourne Victory Football Club, Western Jets, Tennis Australia, ACHPER Victoria, Change our Game, Outdoor Education Group, Belgravia Group, Swimming Australia, VicHealth and Sport & Recreation Victoria.
- Fostering international sport university partnerships, including those with Beijing Sport University (China), German Sport University (Germany), Real Madrid Graduate School (Spain), Auckland University of Technology (NZ), and Loughborough University (UK).
- Ensuring that our sport coaches, administrators and leaders are well prepared for the challenges of the 21st Century – not only in regards to their discipline-based expertise but also in terms of their interactions with the athletes, clubs, organisations and sporting codes in their care.
- Leading national and International sport research collaborations including the Sport and Recreation Spatial project, the National Sport University of India project (with University of Canberra), the Federation Internationale de Football Association (FIFA) athlete tracking system, Active Ageing system, Active Ageing system, the development and implementation of an eLearning solution for Swimming Australia's Silver and Gold Coach Development Program and the Game Insights Group (GIG) project with Tennis Australia.
- Providing thought leadership through media and events in regard to topics such as genetics and human performance; sport participation; equality and diversity in sport; sport performance tracking; and sport business and integrity. The latter topic is also delivered on an annual national platform in partnership with Sport Australia and the Sport Australia Hall of Fame at the National Sport Integrity Forum.
- Supporting the development of physical literacy skills amongst all Australians as a critical foundation for broader community health.
- Encouraging student and staff engagement in sporting activities through the wide range of activities and programs offered through VU Sport.
- Promoting the connection between active living and overall health and wellbeing and fostering best practice aimed at encouraging all Australians to embrace and participate in regular physical activity.

1. www.ausport.gov.au/sportplan/home

A brief history of Victoria University's Sports expertise

1916

- First athletics carnival at Footscray Technical School

1928

- The Footscray Technical School Senior Football team wins the Inter-Technical School football competition

1963

- The Footscray Technical College basketball team wins 7 consecutive premierships in the Inter-Technical School competition from 1960-1966

1965

- Open the Beanland Sports Pavilion: the permanent headquarters of our Physical Education section

1970s

- Early 1970s Footscray Institute of Technology is an Australian leader in Physical Education

1974

- First intake into Bachelor of Social Science (Physical Education) marks the start of Phys Ed as a discipline. First graduates 1977-1978
- Establishment of The Sports and Recreation Association

1981

- The CA Hoadley Physical Education Building at the Footscray Park Campus opened by Prince Phillip, Duke of Edinburgh

1983

- One of the first agreements signed was between FIT and China's Beijing Institute of Physical Education, who entered into a sister relationship, the first of its kind between Australian and Chinese academic institutions in the field of physical education

1999

- Strategic Partnership with Western Jets Football Club

2002

- Basketball great and Olympian, Andrew Gaze, the inaugural inductee to the VU Sport Hall of Fame



2010

- Foundation of Institute of Sport, Exercise and Active Living (ISEAL)
- Establishment of The Victoria University Junior Netball Academy

2011

- Open the new ISEAL Building: a \$68m facility at Footscray Park
- Strategic Partnership with Australian Sports Commission and the Australian Institute of Sport

2012

- Strategic Partnership with Western Bulldogs
- Rank of 'well above world standard' (with an Excellence in Research for Australia rating of 5) in Human Movement and Sports Science

2013

- Establish a dedicated College of Sport and Exercise Science
- Establishment of The Victoria University (VU) Basketball Academy

2014

- With the Sport Australia Hall of Fame, organise the first Sport Integrity Forum
- Partnership with the Real Madrid Graduate School at the Universidad Europea de Madrid

2015

- Host of the first World Congress on Elite Sport Policy
- Strategic Partnership with Maribyrnong Sports Academy
- Strategic Partnership form with Tennis Australia
- Receive a rating of 5 (well above world standard) in the Excellence in Research for Australia assessment for Human Movement and Sport Science

2016

- Host the World Congress on Active Ageing
- With the Sport Australia Hall of Fame, organise the second Sport Integrity Forum

2017

- Formally launch the Game Insight Group, a partnership between Tennis Australia and VU
- Establish formal collaboration with Global Performance Testing Australia
- VU signatory to the India-Australia Sports Partnership

2018

- With Sport Australia and the Sport Australia Hall of Fame, organised the (third now National) Sport Integrity Forum
- Launch of the Health, Sport and Active Living Cluster and Institute for Health and Sport
- Ranked 12th globally in the Shanghai Academic Rankings of World Universities for Sport Science

2019

- To host the World Congress on Science and Football in 2019 which will bring together international scientists and practitioners from the natural, human and social sciences across various football codes including football (soccer), Australian rules football, rugby league, rugby union, American and Gaelic football



Strategic Alignment

As we are internationally recognised for our expertise, impact and offerings in the field, sport is an important differentiator for VU in a university landscape that does not offer many opportunities for distinctive competitive positioning.

To ensure focus and agility, two flagship areas of teaching, research and engagement have been identified at VU – Health, Sport and Active Living (HSAL), and Sustainable Industries and Liveable Cities (SILC). Although the sport strategy is an important contributor to Health, Sport and Active Living, it is not limited to this flagship. Rather, sport, due to its nature and VU's areas of focus and expertise, has to work across the whole of VU to deliver global reputation and branding outcomes.

Vision

To have a transformational impact on students, the field of sport and the broader community, from grassroots to elite, in regard to teaching, research, industry engagement, partnership, commercialisation and community impact.

Measures of Success

HIGH-LEVEL MARKERS OF SUCCESS OF THIS STRATEGY WILL BE:

- Delivering the top-rated sport/sport-science student experience, as measured by student satisfaction, at both the undergraduate and post-graduate levels.
- Advancing the depth and breadth of engagement with the sport industry across our seven areas of focus, as measured by the growth in the number of collaborative engagements, the range of activities undertaken, impact of our research and the satisfaction of our partners.
- Remaining a top three Australian Institution and entering the top 10 of Shanghai Rankings of sport science schools and departments of universities by 2025.
- Becoming the number one Australian university in this ranking by 2030.

VU Sport Strategy objectives

- To build and grow VU's reputation and position as a leading university in the field of sport, locally, nationally and internationally through teaching, research, industry engagement and commercialisation.
- To expand research that will reset boundaries and influence policy, strategy and the workforce - both locally and globally.
- To infuse the student experience with opportunities in sport through VU Sport and sport industry partnerships.
- To be a major driver and contributor to the Health, Sport and Active Living flagship.
- To contribute to the success and long-term financial sustainability of VU through the success of its teaching programs, its research and its industry engagement and commercialisation.

To drive the achievement of these objectives, we will focus on eight strategic priorities. Specific strategic priority-level measures of success will be developed in conjunction with annual implementation plans and will be regularly reviewed and refined to ensure that our activities against each of these priority areas are driving us towards achieving our overall vision.



STRATEGIC PRIORITY 1

Leading advancement across our seven identified key areas of sport focus.

Priority 1 focusses on actively leading the development of teaching & learning, research and engagement with industry/ community across seven key areas of sport focus as follows:

Sport performance – Ensuring that elite athletes, and the support teams around them, are driving towards peak performance. Our world-leading sport scientists work closely with athletes, teams, coaches, medical and nutrition staff to achieve the 1 per cent improvement that is often the difference between the podium and the pack.

Human movement tracking and sport data analytics – Leveraging the technology and data science revolution to change the face of sport as we know it in regard to measuring and analysing human movement. We bring together data scientists, sport scientists and sport experts, using visual and sensor-based tracking technology, to provide innovative insights into human performance; from grassroots to elite.

Sport participation, diversity, inclusion & physical literacy – Driving physical literacy, sport participation, inclusivity and diversity to enhance performance in elite sport and deliver better health outcomes for all Australians. Our work in this area is global in nature, focusses on population-level data and insight and seeks to inform and influence government policy.

Women in sport – Shaping the future of sport by championing the cause of women in sport and ensuring that women have the same opportunities as men to participate in sport and/or provide leadership to sporting organisations.

Our focus is on addressing the existing imbalance in the number of women active in sport and the sport industry, compared to men – from grassroots to elite. Recognising that increasing participation of women in sport has the potential to have a profound effect not only on their own lives but also on the lives of their families and communities.

Active living – Maximising our deep understanding, experience and appreciation of the link between physical education and health. Our active living focus connects our sport strategy and our health strategy. Active living first and foremost concentrate our work in regard to physical education, but also accounts for the built environment, physical amenity and other broader wellbeing considerations that are closely linked to supporting an active lifestyle.

Sport business leadership and management – Supporting the growth of the sport industry, from grassroots to elite, by preparing highly educated sport business professionals for the rigours of leading national and global sporting organisations into a rapidly changing future. We partner with the best sporting local, national and global organisations – in research and education – to ensure we prepare the best sport business professionals in the world, including top level coaches.

Sport governance and integrity – Addressing the ever-increasing risk of unethical practices and behaviours (including those that take advantage of vulnerable sport participants such as children) within sporting codes and competitions from participants through to those who provide leadership and governance. We provide thought leadership and educational opportunities that contribute to sport regaining its grounding in integrity.

Key Deliverables

Across each of the seven key areas:

- Developing a wide-range of courses, from undergraduate to postgraduate and from accredited to non-accredited that deliver world-leading student learning experiences
- Delivering high-quality research outputs, including publications, funding and PhD students that demonstrate VU's position as a global leader in the field
- Engaging with a wide-range of current and new partners to ensure that any focus of these seven areas is world-leading in its scope and impact.



STRATEGIC PRIORITY 2

Innovating design and delivery of sport teaching and learning, and in the process growing the number of students, the quality of their experiences and their achievements.

Priority 2 focusses on providing a University-wide foundation to enhance the College of Sport and Exercise Science's ability to grow its student number and support its students to achieve in their courses. By co-designing (between Colleges and Institutes) new and innovative sport-education products, VU will remain at the forefront of developments in the higher education industry for sport.

Key Deliverables

- Developing the VU approach to flexible design and integration of content from all VU Colleges and Institutes in the field of sport.
- Growing VU student numbers in the field of sport by leveraging The VU Way, the Block model and our existing courses, program and partnerships and by developing new educational products that are market demanded and (internationally) flexible in delivery, with a particular focus on postgraduate, VE/HE integration, short courses, micro-credentialing executive education and non-award offerings.
- Establishing an Elite Sport Scholarship Program in partnership with key strategic sport partners to attract the best student athletes to study at VU while pursuing their sporting careers.
- Helping students engage and achieve in the sport industry by developing block-mode, 'fit for purpose', sport engagement opportunities, for students at all year levels of study.
- Increasing the employability of students by maintaining and expanding sport engagement partnerships through establishing collaborative career pathways.

STRATEGIC PRIORITY 3

Enhancing research capability, outputs and impact in the field of sport (with VU Research and iHES).

Priority 3 focusses on ensuring that VU has the 'fit for purpose' workforce that is capable of delivering on the outputs and impact that is required to move VU up in international University rankings (particularly in the Shanghai Ranking). This involves making investments in strategic senior appointments and securing funding for strategic research and education projects.

Key Deliverables

- Recruiting, developing, retaining and rewarding a 'fit for purpose' workforce of high-performing researchers, research teams and educators across the seven key areas in the next 10 years – that is required to achieve the primary strategic target of becoming the number one Australian-ranked institution in the Shanghai Ranking.
- Developing research fundraising plans (with VU Research, Engagement and Development Offices), using VU's seven key areas of sport expertise and achievement to generate funding opportunities.
- Driving, with our partners, a focus on research and research outputs that have a measurable impact in industry and community – from grassroots to elite.
- Ensuring that our research activities and outputs translate into exceptional learning experiences for our students, at all levels of study, across our seven priority areas and across the broader University – especially in health.

STRATEGIC PRIORITY 4

Strengthening our broad engagement and key strategic partnerships with industry and community in the field of sport.

Priority 4 focusses on maximising our engagement with the sport industry, expanding our network of key strategic partners and deepening our connection with the communities in which VU works. Active and strategic engagement allows for VU and its students to cement relationships within communities and across the sport industry at large. This in turn will deliver better and faster employment prospects, grow our applied and translational research opportunities, drive further opportunities for commercial endeavour and actively contribute to community health and wellbeing.

Key Deliverables

- Optimising the value that is generated from existing strategic sport partners and co-designing new initiatives that leverage and showcase our world leading sport education, research and thought leadership.
- Developing a select number of new strategic (global) partnerships, with a focus on the seven key areas identified in this strategy.
- Expanding our network of sport engagement partners as aligned with our focus on recruiting new students, offering placements and internships and making other connections to industry for students and staff.
- Building an industry and community engagement database that further facilitates VU's ability to successfully manage and optimise its relationships and strategic partnerships.
- Recognising and rewarding those involved in building, managed and growing our relationships and partnerships.

STRATEGIC PRIORITY 5

Pursuing opportunities for commercialisation in the field of sport.

Priority 5 focusses on leveraging VU's intellectual property, its engagement and its partnerships into creating revenue streams that previously have not been the purview of the University. Commercialisation of IP should create long-term revenue streams for the University that may be used to fund activities or investments that are required within the scope of the VU Sport Strategy.

Key Deliverables

- Maximising the value that can be generated through current active commercial endeavours including through Games Insight Group (GIG), TRACK, Sport and Recreation Spatial (SRS) and Global Performance Testing (GPT).
- Commercialising research outputs and other forms of IP – including that jointly created with industry – through our partnerships with industry and community.
- Fast-tracking the ability of VU and its expert staff to qualify, engage with and deliver on new applied and translational research opportunities that advance industry and community needs.
- Creating 'fit for purpose' (innovative/entrepreneurial) entities and/or projects within VU that bring together the people, resources and partners required to commercialise IP.

SUCCESS STORIES

Games Insight Group

Since 2010, VU sports scientists and students have been involved in a collaborative research agenda with Tennis Australia (TA) and this was formalised into a strategic partnership in 2015. A significant partnership feature is the conjoint appointment of staff embedded within TA to ensure the research has a strong translational focus. 2017 saw the establishment of an exciting commercial research venture with TA called the Game Insight Group (GIG). GIG consists of expert data analysts, computer engineers, sports scientists and product innovators working together to enhance players, coaches and fans engagement with tennis through science. Some of the key initiatives include the:

- development of new statistics to quantify a tennis player's DNA in order to tell a better tennis story;
- tracking of the emotion of players in a match through facial recognition technology;
- creation of the "Perfect Game" by customising the sport for each individual through optimisation of modified tennis formats and the application of virtual reality simulations.
- development of the "Tennis Lab" for developing expertise and building an evidence base on the emerging future and impacts of new technologies in tennis.

GIG is currently applying the learnings of their work in tennis to other sports.

Sport Integrity Forum

In 2014 VU partnered with the Sport Australia Hall of Fame to co-host the first Sport Integrity Forum. The inaugural event was attended by more than 200 of Australia's key decision makers from across the sport industry. At the time, the Sport Integrity Forum was a timely reminder of the importance of sport's place in society – coming on the back of multiple controversial events and governance issues (such as the FIFA World Cup bidding controversies and the Essendon drug taking scandal).

Given the ongoing relevance of these types of issues, the event has become a regular feature on the Australian sport policy calendar with VU and the Sport Australia Hall of Fame hosting the event again in 2016 and 2018 - as the National Sport Integrity Forum. It is now anticipated that from 2019, the forum will become an annual event.

Real Madrid

VU's partnership with the Real Madrid Graduate School - a joint venture between the Real Madrid Football Club and the European University of Madrid - provides a unique opportunity for VU Masters' students to spend two weeks in Madrid. During that time, the students are immersed in the sport science and sport business environment of the most famous football club in the world.

Whilst in Madrid, our students are enrolled in two highly interactive, intensive mode units which are intertwined with various practicum visits including to the club's training centre.

STRATEGIC PRIORITY 6

Growing reputation, profile and brand as a leading sport university.

Priority 6 seeks to proudly and confidently promote and advocate VU's achievements in the field of sport on local, national and international platforms. Driven by an integrated sport marketing plan across the whole of VU, this strategy is about creating a narrative around the many achievements by students and staff in regard to education, research, engagement and impact in the field of sport, and in particular in the seven key areas identified in this strategy.

Key Deliverables

- Leading a targeted approach to becoming the number one ranking Australian institution – primarily through a focus on maximising outputs in the seven key areas.
- Increasing our brand and reputation across our seven key focus areas through the delivery of marketing and communications programs.
- Driving and continuously improving a sport marketing plan across the whole of VU that allows for the integration of multi (social) media platforms to promote and expose student and staff success in the field of sport.
- Collecting and showcasing stories of student and staff achievement across VU and using those stories to highlight, communicate and recognise their accomplishments.
- Ensuring that student feedback and overall satisfaction reflects that VU offers the leading tertiary sport and sport science learning experience in Australia.

STRATEGIC PRIORITY 7

Developing physical sport infrastructure, and maximising the use of it by staff, students and the community.

Priority 7 focusses on offering the physical sport infrastructure that allows for sport participation from grassroots involvement through to the preparation for and assessment of elite sport performance. Initially, this will require the development of our physical sport infrastructure at VU, internally and in partnership with sport organisations and government.

Key Deliverables

- Developing the Footscray Park campus as the heart of a Maribyrnong Health, Sport and Active Living Precinct through partnerships with sport, government and community.
- Improving and expanding existing VU sport facilities and developing new facilities to enrich the staff and student sport experience at VU.
- Growing and strengthening programs for student and staff participation in enhancing their wellbeing through sport.

STRATEGIC PRIORITY 8

Facilitating thought leadership and policy impact in regard to sport.

Priority 8 focusses on leading the international debate and shaping opinion on key issues, to have input and impact in regard to how issues are tackled by policy makers. Influencing and shaping the agenda through purpose-designed and partnered events, and proactive engagement in the public debate are the key tools to activate this strategy.

Key Deliverables

- Positioning VU as the primary University thought leader in sport through pro-active engagement with media, opinion leaders, think tanks and other influential entities.
- Engaging actively with state and national government policy-makers and Sport Australia to influence and shape the future of sport, from grassroots to elite, in Australia.
- Developing, sponsoring and implementing a comprehensive portfolio of (annual or one-off) sport /industry/knowledge events that integrate one or more of the seven key areas identified in this strategy.