



UNIVERSITY SPORT SOUTH AFRICA



STRATEGIC PLAN

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2012 – 2016

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1 INTRODUCTION

1.1 General

University Sport South Africa (USSA) is the national umbrella sports structure for the regulation, organisation and coordination of university sports in South Africa. USSA's founding principles are based on the promotion of unity, accountability, non-racialism, non-sexism and democratic practices among all member universities through the practice of sports tournaments, events and competitions. USSA is mandated by its members to optimise university student participation in sport without sacrificing academic excellence. Such participation is at individual universities, provincial, national and international levels.

USSA is affiliated to the following organisations at sub-continental (Zone 6), continental (Africa) and international levels:

- a) **Confederation of University and Colleges Sports Associations (CUCSA)** where membership was granted in 1996. Membership to CUCSA comprise Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia , South Africa, Swaziland, Zambia and Zimbabwe
- b) **Federation of African Universities (FASU)** where membership was granted in 2002.
- c) **International University Sports Federation (FISU)** with whom USSA has been a member since 1993.

USSA is an Associate member of the South African Sport Confederation and Olympic Committee (SASCOC), and National Sport Federations whose sports are affiliated to the Organisation.

1.2 University Sport Context

The South African Student Sport Union (SASSU), the forerunner to USSA was constituted on 16 April 1994 following a protracted negotiated process involving the member institutions belonging to the South African Tertiary Institutions Sport Council (SATISCO), the South African Tertiary Institutions Sports Association (SATISA), the South African Universities Sports Council (SAUSC), the South African Technikons Sports Council (SATSC), the Sports Council of the South African Teachers' Colleges (SCSATC) and the South African Inter-Colleges Sports Association (SAICSA). All these organisations represented South African tertiary institutions, which in the pre-1994 dispensation were categorised by race.

In April 2008, SASSU was renamed University Sport South Africa (USSA), and has since received associate membership to SASCOC. USSA, as a multi-sport organisation with a membership of thirty-four (34) associations, prepares and delivers student teams to international competitions such as the CUCSA, FASU and FISU's World University Championships (on even-number years) and World University/Student Games (on odd numbered years), in addition to planning and Organising provincial and national tournaments and/or games. USSA therefore is and has become a major role player in

the development of mass participation and high performance sport in South Africa and boasts in creating a platform where future national and international performers such as Penny Heyns, Marius Corbett, Ezekiel Sepeng, Anaso Jobodwana, Stephen Mokoka and many others are nurtured.

1.3 The Strategic Planning Process

“Even the best athletes need a playbook, a game plan, or a pre-shot routine to ensure that their talent shows up on the field”

(John Hamm – Unusually Excellent, 2011)

Over the years, USSA always conducted induction workshops for newly elected National Executive Committees (NECⁱ) and organisational and programmatic review processes to situate the organisation appropriately within the South Africa and international sport contexts. The organizational and programmatic review has shown that the world of sport keeps changing as strategies and operations become more professional and performance driven. The world of sport has become more cutting edge with a growing need for sustainable development and huge resources that can lead to hard-hitting high performance programmes.

USSA, as the umbrella national organisation for university sport, has a central role in both the development of, participation in, and high performance sport programmes. The competitiveness nature of sport across the world, as seen in the FISU games in particular, sets up a platform that prepares up-and-coming athletes for participation in senior competitions such as world championships and the Olympics. In this regard, USSA is influential in a number of ways such as serving as role models for school-age athletes, creating a platform for university students to get involved in sport both as athletes and leaders, and adding value to South Africa’s high performance programme.

The position that USSA finds itself in, as a layer just below elite sport in South Africa, calls for a cutting edge organisation that is on the forefront of performance, organisational ability, and resource mobilisation. In order for USSA to be in line with high performance sport, the NEC organised a facilitated Strategic Planning workshop from 18 – 20 February 2011. The outcome of the strategic planning process is this Strategic Plan which sets out clearly and measurably key performance indicators for each objective, and a detailed operational plan to support the implementation thereof.

2 VISION, MISSION AND VALUES

2.1 Vision

USSA's vision is to aspire to be an influential and strategic leader on university sport development, performance and excellence in South Africa.

2.2 Mission

USSA's mission is to be a leader in the promotion and advancement of university sport in South Africa by way of utilising effective management and planning strategies to enhance and increase university student participation in sport at the regional, national and international levels using recreational, intermediate and elite sport programmes of member institutions such that USSA becomes an organisation of influence in sport in the South African sport industry.

2.3 Values

"You must be the change you want to see in the world"
Mahatma Gandhi

University Sport South Africa is committed to fundamental values that define an organisation that places student-athletes at its core. In this regard, USSA values:

Accountability:	We shall hold ourselves answerable to established rules and procedures of USSA, FISU and government policy.
Collaboration:	We shall work cooperatively with a common purpose, sharing responsibility, accountability, and a commitment to each other individually and in groups in order to optimise both individual initiative and action, and interdependent cooperation.
Congruence:	We shall align our words, actions and deeds with our values to keep us relevant to the needs and aspiration of our members, and student athletes.
Efficiency:	We shall plan systems and activities that will optimise the utilisation of all resources available.
Mutual Accountability:	We shall maintain a reciprocal balance of tasks and assignments with each person in a position of leadership and ensure that each officer is answerable for his/her own area of responsibility.
Reciprocity:	We shall work with others in ways that enable everyone's unique skills and qualities to supplement, support and enhance each other.

3 CHALLENGES AND EMERGING TRENDS

3.1 Challenges

USSA is still a small organisation with limited resources for all its requirements, role and responsibilities. The Head Office staffs comprise only three persons, a Secretary General/Chief Executive Officer, Sports Manager and Administrative Assistant. All other persons serving on USSA structures, the NEC, NUSAs, team managers, coaches and on organising committees for annual tournaments are volunteers seconded to serve by member institutions. They are either employees or students of the member institutions. Consequently, a lot is expected from the three permanent employees of the organisation, and myriad of volunteers from member institutions.

The greatest challenge facing USSA is lack of funding for the following purposes:

- a) Appointment of more staff in the Secretariat in order to be able to professionalise the organisation and make it more organisationally effective.
- b) Planning and organising of annual tournaments and championships of various types.
- c) Entering and delivering teams or athletes to the FISU World University Championships.
- d) Entering and delivering teams or athletes to the FISU World Student Games (Universiades).
- e) Inconsistent granting of funds by the National Lottery Board continue to make planning and preparing teams for high level competitions difficult as funds are received only a few months (days) before the commencement of international tournaments.
- f) Establishing a strong brand and identity that can be packaged to generate income from broadcasting and sponsorships.
- g) Poor public perception of USSA due to minimal marketing and public relations work being done (relates to lack of capacity in the Secretariat).
- h) Inconsistent regard for sports at different member institutions which result to lower budgets accorded sports departments.

The overall poor economic climate across the world has resulted in cuts in public spending by governments and other donor organisations making it difficult for USSA to access more funding besides its annual membership fees, and ad hoc contributions by member institutions.

3.2 Emerging Trends

Despite the human resource capacity deficit and general lack of funding USSA has been successful in carrying at least 34 national tournaments per year since its inception. There is a resourceful in the membership and Secretariat to be frugal, effective, conscientious, and committed to the proper planning, organising and delivery of services and tournaments as and when required. USSA has developed a

collection of policies and templates that ensure quality in the deliverance of tournament, and the planning to deliver Team South Africa for Students to international competitions.

What is emerging in university sport that USSA and its members must contend with is the following:

- a) There is adequate institutional capacity (within member universities) to provide mass sport and high level participation opportunities for more student.
- b) There are opportunities for multi-stakeholder partnerships that allow for the sharing of resources needed to run effective tournaments.
- c) Member institutions have high standard facilities that promote cost-effectiveness when running annual tournaments.
- d) Students find opportunities within university sport to develop leadership through serving in the various USSA structures.
- e) Transformation and development remain critical issues to pursue in as much as member institutions use different funding structures for sport. This result in there being three categories of participation in sport; namely, the student-experience (rural and smaller institutions), student-sport (medium-sized institutions) and multi-faceted and commercial sport (larger institutions) categories.

Category 1	Category 2	Category 3
Student Experience	Student-Sport	Multi-faceted & Commercial Sport
<ul style="list-style-type: none"> •Internal Focus •Development •Local communities •Rural or urban location •Limited resources •Network periphery •Business as usual 	<ul style="list-style-type: none"> •Internal & sport focus •Develop & compete •Diverse communities •Urban location •Adequately resourced •Network: closer to core •Opportunity-driven 	<ul style="list-style-type: none"> •Internal, external & sport •Develop & high performance •Horizontal & vertical ties •Urban with rural ties •Well-resourced and commercial •Network: core •Innovative & strategic
UL, UNIVEN, CUT, DUT, WSU, FHU, MUT, CPUT, UZ	VUT, UWC, UKZN, RU	UP, NWU, SU, UFS, UJ
	Wits, UCT, NMMU, TUT	

- f) The use of technology such as the social network that ensures that what is happening in sport on various campuses, at CUCSA, FASU and FISU levels get known more quickly and from all four corners of South Africa.

The collective nature of USSA membership does suggest a great future and effectiveness if the matters of financial, leadership, human resource and tournament organisation capacity are decisively addressed.

3.3 The Big Picture

The NEC of USSA is elected every three years by affiliated members institutions (universities) at an Annual General Meeting. The NEC comprise of the following portfolios:

- a) President
- b) First Vice-President (Official)
- c) Second Vice-President (Student)
- d) Chief Finance & Marketing Officer (Official)
- e) Five (5) Assessors and
- f) Secretary General/Chief Executive Office (ex-officio).

The composition of the NEC shall be made up of a minimum of four (4) bona fide students and a minimum of four (4) managers/officials in the employ of a member.

The President shall be a freely contested position.

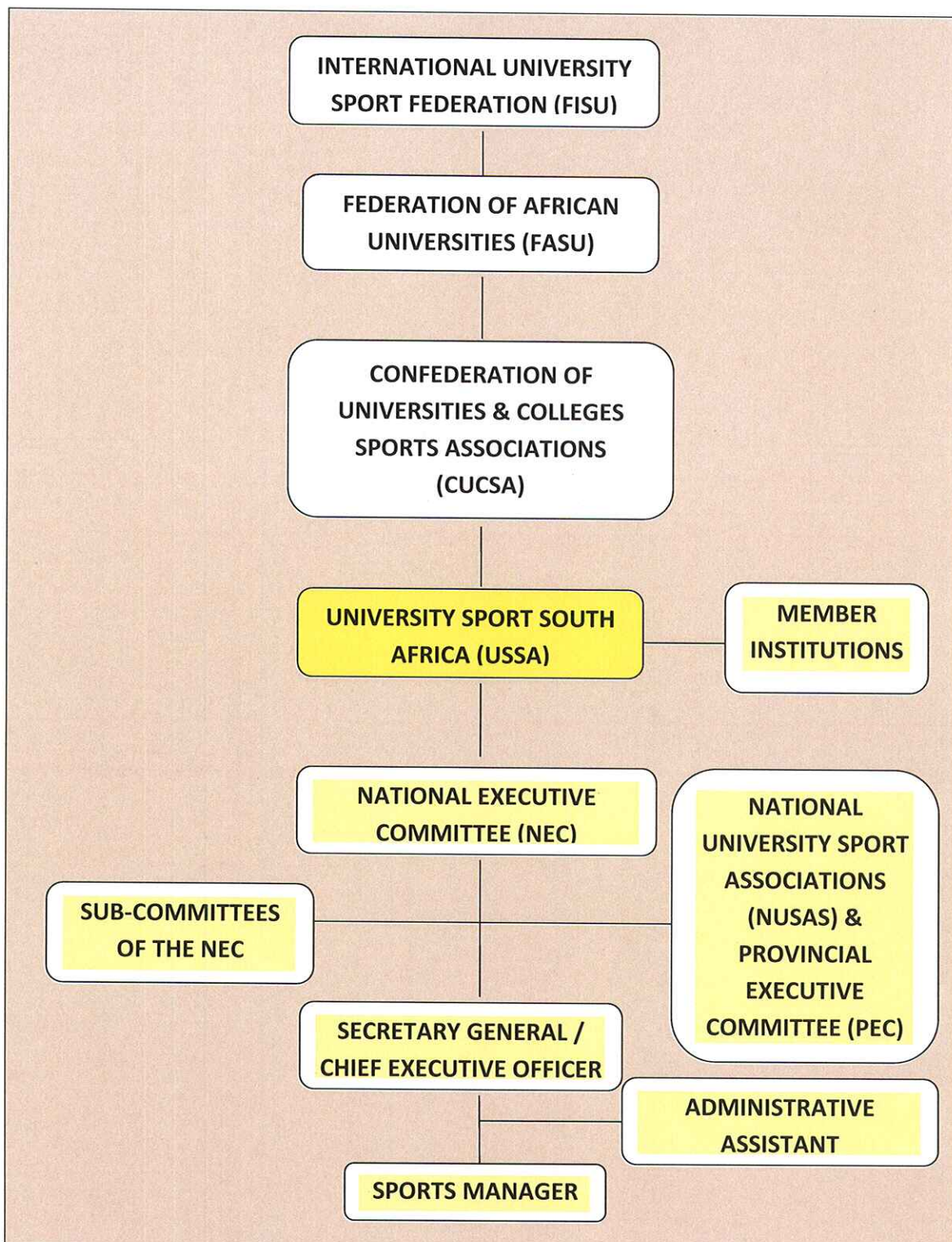
The 1st Vice-President shall be a manager/official at the level of Director, Deputy Director, Head of Sport or Deputy Head of Sport at a member institution of Higher Education.

The 2nd Vice-President shall be a senior student in at least his/her 2nd academic year of study.

The Chief Finance & Marketing Officer shall be a full time employee at a member institution of USSA.

At least one staff member and one student shall be female.

Each member of the NEC can serve a maximum of two (2) consecutive terms if re-elected, i.e. for a total of six (6) years.



The NEC has the following structures:

- a) **Sub-committees:** Management Committee, Constitutional, Finance & Marketing, Development & Transformation, International Affairs, Medical & Sports Science, Disciplinary, Student Forum and Alumni.
- b) **National University Sports Associations (NUSAs)** which are responsible for the planning, organisation, administration and promotion of their respective sports, and organise annual student sports tournaments for all member clubs during which

national student teams are selected to represent South Africa and USSA at various national and international championship events. These are: Aerobics, Aquatics, Athletics, Badminton, Basketball, Bodybuilding, Boxing, Canoeing, Chess, Cricket, Cycling, Dance Sport, Darts, Fencing, Football, Gold, Gymnastics, Hockey, Judo, Karate, Netball, Rowing, Rugby, Softball, Sports Climbing, Squash, Supa-Pool, Surfing, Taekwondo, Table Tennis, Tennis, Triathlon, Volleyball and Yachting.

- c) Provincial Executive Committee (PECs): Western Cape, Eastern Cape, KwaZulu-Natal, Free State, Gauteng, North West, Mpumalanga and Limpopo. These are becoming difficult to constitute due to reasons such as the number of universities in a province.

4 KEY STRATEGIC AREAS

USSA has identified and selected the following strategic areas through the strategic planning process of 18 – 20 February 2011. They represent the primary goals and critical performance areas to turn USSA into an effective, efficacious and efficient organisation.

- a) **Resource Mobilisation** – USSA has a huge need for funding to enable it to run and support all its programmes effectively. Over 5 years, an amount of more or less R80,000,000.00 will be needed for USSA to be able to participate in events such as those organised by FISU, FASU, CUCSA and its own national tournaments.
- b) **Governance & Management Structure** – USSA needs to re-invent its internal processes such as marketing itself to source sponsorships, broadcasting rights, relationship building and management with universities at Heads of Sport and Executive Management levels, alumni (and ambassadors) programmes, and develop a student mass based from which to facilitate the identification and nurturing of talent for international events.
- c) **Organisational and Programme Improvement** – USSA needs to review its structure, and student leadership development strategy, as well re-organising the Secretariat.
- d) **Monitoring & Evaluation** – USSA needs to ensure that the client satisfaction index by students and institutions is improved each year until there is total acceptable of its role within university sport, and there is established a constructive and influential partnership with schools and further education and training colleges, and all other role players in South African sport.

5 OPERATIONAL PLAN

USSA, in the Strategic Planning session of 18 – 20 February 2011, identified the priorities listed below as worth pursuing over the next five (5) years.

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
5.1 Resource Mobilisation		
YEAR 1: 2012		
Fundraising	Access National Lottery Board funding for the World University Championship for Netball, South Africa	April 2012
	Develop a fundraising plan/strategy	April 2012
	Use internet research to identify potential donors/funders and/or sponsors	April 2012
	Draw up donor profiles indicating funding priorities	April 2012
	Review and develop a new annual registration and club affiliation fee structure	Oct 2012
Member Registration & Club Affiliation		
YEAR 2: 2013 – 2016		
Member Registration & Club Affiliation	Review and submit proposals to potential donors/funders or sponsors	Jan 2013 – ongoing
	Follow-up to find out if potential donors/funders or sponsors are interested in supporting USSA financially	Feb 2013 - ongoing
Member Registration & Club Affiliation	Review and update membership and club affiliation	Ongoing

5.2 Governance & Management Structure		
YEAR 1: 2012		
Management Structure	Formation of a sub-committee of the NEC to review the current management/HR structure of the Secretariat	May 2012
Policies & Guidelines	Present findings to the NEC together with recommendations	June 2012
	Identify gaps in the USSA policy and guidelines framework	Nov 2012
	Continuous review of the Constitution and Rules	On-going
YEAR 2 & 3: 2013 & 14		
Management Structure	Present findings and funding proposal to the General Council for additional staff	April 2013
Policies & Guidelines	Implement the revised/new management structure (secretariat)	June 2013
	Review and development of policies & guidelines	Ongoing
YEAR 3 & 4: 2014 & 2015		
Management Structure	Review and evaluate the management structure	On-going
Policies & Guidelines	Conduct appropriate performance management evaluation	Ongoing
	Review and development of policies	Ongoing

5.3 Organisational & Programme Improvement		
YEAR 1: 2012 – 2016		
Marketing and Communication	Development of a Marketing Strategy to enhance opportunities for the sale of broadcast rights	Oct 2013
	Development and implementation of a relationship building programme within individual universities (with Heads of Sports and Vice-Chancellors)	Oct 2013
	Development of a network of alumni to provide USSA with financial and in-kind support	Ongoing
	Bolster support and representation of USSA within the boards of SASCOC and National Federation	Ongoing
	Annual review of students participating in USSA regional, national and international competitions	Ongoing
	Annual review of students participation in mass sport programme on individual campus to assess the depth from which USSA select teams and athletes for national and international competition	Ongoing
	Ongoing promotion of USSA programmes and competition on campuses through websites, social network and the media	Ongoing
	Bid to host World University Championships in 2014 & 2016	On-going
	Development of best practices guidelines for regional, national and international events/tournaments/competition	Ongoing
	Improved international competition results and funding	Ongoing
Leadership Development	Establish and develop a Coaches Commission	Oct 2012
	Development of a student leadership development programme	On-going

6 KEY SUCCESS FACTORS

USSA has identified a number of elements that need to be in place for success and improved credibility. The following critical success factors have been identified:

- a) The dynamic and visionary leadership of USSA.
- b) Buy-in by member institution, including the Vice-Chancellors and Principals of institutions.
- c) Financial strategy development to be able to manage effectively the commercialisation of sport in the tertiary environment.
- d) Financial sustainability that will allow USSA to building a powerful advocating and organisational brand.
- e) Capacity development within the structures of USSA.
- f) Development of accurate data gathering and information management systems.
- g) Partnerships with SASCOC, National Federations, the Department of Higher Education and Training, and Sport and Recreation South Africa.
- h) To develop appropriate and effective monitoring systems to ensure progress against objectives.

7 REVIEW

The strategic plan will be reviewed and updated annually to ensure that targets and outcomes are realistic, and get adjusted to reflect changes in internal and external community of sport.

8 CONCLUSION

The aims and objectives as spelled out in the Strategic Plan shall be realised effectively and efficiently if all members, individual and institutional support the NEC and its structures, and programmes. Together we can create an organisation that confidently will be benchmarked for good governance and management with its international peers, and capable of delivering services that meet the needs and aspirations of our members.

“When we put a limit on what we will do, we shall have put a limit on what we can do”

Charles R. Schwab

9 ENDNOTES

ⁱ 2010 – 2012 UNIVERSITY SPORT SOUTH AFRICA NATIONAL EXECUTIVE COMMITTEE

- Mr. Makhosandile Majeke (President)
- Dr. Rendani Isaac Mulaudzi (Chairperson)
- Mr. Jerry Laka (Deputy Chairperson)
- Ms. Sanpat Coetzee (Finance & Marketing Officer)
- Mr. Louis Nel (Secretary General)
- Ms. Helene Botha (Assessor)
- Mr. Roger Adams (Assessor)
- Ms. Lungiswa Nante (Assessor)
- Mr. Star Hlongwane (Assessor)
- Mr. Andrew Matatu (Assessor)

ⁱ 2013 – 2016 UNIVERSITY SPORT SOUTH AFRICA NATIONAL EXECUTIVE COMMITTEE

- Prof. Tyrone Pretorius (President)
- Mrs. Ilhaam Groenewald (First Vice-President)
- Ms. Nneile Nkholise (Second Vice-President)
- Mr. Solomon Maloka (Chief Finance & Marketing Officer)
- Mr. Louis Nel (Secretary General)
- Ms. Sarah Bishop (Assessor)
- Mr. Mandla Gagayi (Assessor)
- Ms. Shonisani Masutha (Assessor)
- Mr. Jerry Laka (Assessor)
- Ms. Luleka Haya (Assessor)