

Movement Changes Lives.

CQU SPORT Strategy 2025-2028



Foreword.

Movement is a crucial common denominator within Australian culture.

We engage in competitive sport from community to elite level, and consume sport as fans on the sidelines, and through media. We participate in individual or group physical activity to improve or maintain our health, wellbeing and community connection. Movement and exercise are key components of many rehabilitation interventions for acute and chronic illnesses.

Sport, exercise, and physical activity are central in our lives, so CQUniversity places particular focus on movement-related disciplines through learning and teaching, research, partnerships and commercial activities.

The Brisbane 2032 Olympic and Paralympic Games, as well as lead-up events, offer a once-in-a-generation opportunity. Brisbane 2032 must translate to unprecedented value for our regions, for Queensland, and for Australia.

On the field, the return on investment will be measured immediately through our sporting success; in the long run, the legacy of the Games will be measured on delivering on economic development for healthier communities and for the environment. CQUniversity will play a key role in achieving these outcomes. As a world-class and accessible dual sector institution, with a regional heart and a vast national footprint, bolstered by movement-related courses, research, and partnerships, CQUniversity has the track record to lead the way.

We are proud to introduce the inaugural SPORT Strategy 2025-2028 to our colleagues, the wider University community and our external partners and stakeholders. It highlights and communicates our leadership in sport, exercise, physical activity, occupational and rehabilitation therapy, but more than that, it showcases CQUniversity's firm belief: that movement truly changes lives.

Professor Fabio Serpiello

Director, Sport Strategy

Professor Andy Stewart

Dean, School of Health, Medical and Applied Sciences



Acknowledgement of Country.

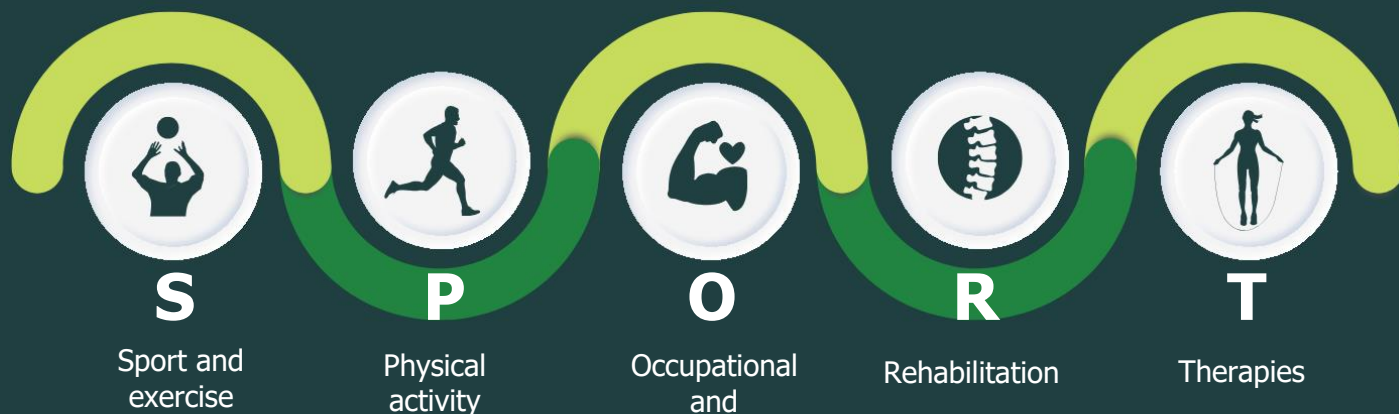
CQUniversity acknowledges Traditional Owners and Custodians on the lands on which we move. We pay respect to the Elders of all First Nations peoples of Australia.

Chasing Dreams

CQ's Indigenous Artwork
by Coolamon Creative

SPORT at CQU.

Throughout this document, the acronym **SPORT** represents the disciplines that will underpin our strategy and allow us to achieve our purpose and vision.



Strategic Alignment

This Strategy is aligned to CQUniversity's Strategic Plan 2024-2028: We Change Lives. It draws inspiration from the institutional vision, purpose and values and the strategic pillars under which the different activities align.

Track record to lead

Growing CQUniversity's engagement in SPORT, through leadership in sport, exercise, physical activity, occupational and rehabilitation therapy, is firmly aligned with our vision, values and achievements. SPORT reflects our steadfast belief in the transformational power of education, training and research, to create life-changing opportunities and empower our regions.



Our purpose

- To uplift our students, partners, and communities by providing world-class and inclusive education, training, and research opportunities through SPORT.



Our vision

- To be Australia's #1 regional and dual-sector university and a world-leading institution in SPORT.



Our values

- Authentic engagement and leadership in our communities to strive for accessible, inclusive, life-changing outcomes in SPORT.



How we change lives.

Our people are our purpose, their success is our legacy. We steward a sustainable future. Our success relies on bold collaboration with our partners.

PILLARS	PEOPLE	PLANET	PARTNERSHIPS
STRATEGIC FOCUS AREAS How we achieve our vision	<ul style="list-style-type: none"> • STUDENTS • STAFF • SOCIETY 	<ul style="list-style-type: none"> • SUSTAINABILITY • PLACE AND PRESENCE • RESEARCH 	<ul style="list-style-type: none"> • STRATEGIC PARTNERSHIPS • FIRST NATIONS COMMITMENT
STRATEGIC PRIORITIES Key projects, programs and pursuits that we will undertake to achieve our goals.	<ul style="list-style-type: none"> • Innovative learning experience • Lifelong learning • Alumni and industry networks • Future leaders • Active and healthy work environment 	<ul style="list-style-type: none"> • World-standard research portfolio • Entrepreneurialism • Co-location and collaboration • Campus of the future 	<ul style="list-style-type: none"> • Local and global research and education partnerships • First Nations engagement • Regional Impact • Global Exposure
MEASURES How we objectively assess the attainment of our goals	<ul style="list-style-type: none"> • Course load • Student retention and satisfaction • Industry partnerships including learning and teaching components • Awards and recognition 	<ul style="list-style-type: none"> • Research income, output and impact • Subject Rankings • Facility projects • Media coverage • United Nations SDGs 	<ul style="list-style-type: none"> • Number and quality of partnerships

Pillars.

CQUniversity's three pillars give clear focus to our strategic goals and priorities, and provide a framework for our social impact.

Pillar One: People

Our people are our purpose, their success is our legacy.

Students

1. **Innovative learning experience.** We will expand our curriculum in SPORT by creating and delivering contemporary degrees, micro-credentials, and short courses leveraging areas of expertise.
2. **Lifelong learning.** We will expand our pathways of study for our students – including our Elite Sportsperson Students – to ensure they can continue to pursue their career goals

Staff and Society

1. **Alumni and industry network.** We will create new opportunities and events for our students and staff to connect and showcase our expertise leveraging SPORT.
2. **Future leaders.** We will be the #1 regional and dual-sector university of choice for students and staff wanting to become leaders in SPORT.
3. **Healthy and active work environment.** We will leverage SPORT. expertise to advocate for a healthy and active work environment and culture.

Pillar Two: Planet

We steward a sustainable future.

Research

1. **World-standard research portfolio.** We will be Australia's #1 regional and dual sector university for research in SPORT. At the same time, we will be among the top 50 sport universities worldwide.
2. **Entrepreneurialism.** We will deepen our entrepreneurial actions to encourage innovation in SPORT education, research and technologies.

Place and Presence

1. **Co-location and collaboration.** We will leverage our existing and new partnerships to open our campus facilities to the industry and the community. At the same time, we will work in collaboration with different levels of Government and the industry to expand our presence.

Sustainability

1. **Campus of the future.** We will advocate for campus infrastructure that is conducive to SPORT activities, aligning with the UN Sustainable Development Goals.



Pillar Three: Partnerships

Our success relies on bold collaboration with our partners.

Strategic Partnerships

1. **Local and global partnerships.** We will nurture and grow existing partnerships, and establish new ones to provide opportunities for our students, staff, and communities through SPORT.

Strategic Partnerships

1. **First Nations Engagement.** We will nurture and grow existing partnerships, and establish new ones with First Nations stakeholders and organisations with a particular focus on SPORT.

Regional Commitment

1. **Regional Impact.** We will collaborate with government, industry and community to deliver meaningful benefits to our local communities and industry through SPORT.

Additional Reading

Important external documents that were consulted during the drafting of this strategy are:

- *Australia's High Performance 2032+ Sport Strategy* (Australian Sports Commission)
- *Activate! Queensland Strategy 2019-2029* (Queensland Government, Department of Sport, Racing and Olympic and Paralympic Games)
- *Activate! Queensland, Accelerate 2022–2025* (Queensland Government, Department of Sport, Racing and Olympic and Paralympic Games)
- *Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy* (Queensland Government, Department of Sport, Racing and Olympic and Paralympic Games)

For more information

Professor Fabio Serpiello, Director, Sport Strategy

School of Health, Medical, and Applied Sciences
CQUniversity Australia

f.serpiello@cqu.edu.au