



# GLOBAL STRATEGY 2027

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QUARTIER UNIL | BÂTIMENT SYNATHLON  
CH-1015 LAUSANNE | SWITZERLAND  
TEL: +41 21 692 64 00  
fis@fisunet | www.fisunet | www.fisunet.tv



INTERNATIONAL  
UNIVERSITY  
SPORTS  
FEDERATION

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**INTERNATIONAL  
UNIVERSITY  
SPORTS  
FEDERATION**

**FISU HEADQUARTERS**

International University  
Sports Federation  
Quartier UNIL-Centre  
Batiment Synathlon  
CH-1015 Lausanne | Switzerland  
Tel +41 (0)21 6926400

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# INTRODUCTION

Since FISU's founding in 1949, the Federation has been the key driver to expand the role and reach of university sport worldwide. Sports values and sports practice run in perfect synergy with the university spirit.

FISU offers opportunity and inspiration to students around the world to play sport. The health, wellbeing and experiences that today's students gain from sport help them become tomorrow's leaders. FISU is focused on organising world-class sports events, held in the university spirit, which promote the pursuit of excellence in mind and body.

The Summer and Winter World University Games are the main sports events among student-athletes. The FISU sports programme is divided into two main groups: an internal one that comprises the three mainstream FISU sport properties (Summer and Winter World University Games, World University Championships, World University League and University World Cups) and a second group that includes other events, such as special events or FISU endorsed events.

FISU's membership numbers 164 National University Sports Federations.

FISU is a gateway to sport for more than 180 million University students. With a strong commitment to innovation, FISU aims to increase its relevance to 21st century students.

The main outcome FISU works towards is for students to use the vital tool of university sport to help them reach their potential in life, thereby becoming tomorrow's leaders at a local, national and international level. For this to happen, FISU has to be recognised by commercial sports stakeholders as the gateway that communicates directly to 180 million university students every year.

To achieve this goal, the FISU Executive Committee created a ten-year global strategy commission in March 2016. Six FISU Strategic Working Groups were created to analyse the situation in distinct business areas, to set the goals and objectives for the next decade. Executive Committee members, other FISU Committee members, National University Sports Federations (NUSF), Continental University Sports Federations (CUSF), University and International Sports Federation (ISF) representatives, and FISU staff members were involved in the Working Groups.

To ensure the relevance and effectiveness of the strategy, FISU initiated an interim review process at the beginning of 2021 to refresh the FISU Global Strategy 2027. To facilitate this review, the coordinators and Working Group chairs of the eight strategic focus areas worked in parallel to put forward proposals to the FISU membership.





**The above mentioned FISU Strategic Working Groups operated in three phases to develop the FISU Global Strategy 2027:**

- Phase 1 divided the Working Group meetings into three different steps: one, to set objectives; two, to clarify opportunities and risks for the FISU activity areas; and three, to analyse the organisation's strengths and weaknesses.
- Phase 2 focused on summarising and condensing the strategic goals identified by the Working Groups in Phase 1, by using SWOT analysis. Working Group chairs met in Taipei City in October 2016 and in Almaty in January 2017 to discuss the outcomes of their work in their respective FISU business areas.
- Phase 3 concentrated on the strategic goals and objectives approval process. This phase began after the Almaty meeting in January 2017.



# 01 FISU VISION

The vision provides a clear guide for an organisation's current and future courses of action to achieve its main goal and strategic direction. FISU has a long-term view of what it wants to achieve.

A WORLD WHERE THE LEADERS OF  
SOCIETY ARE POSITIVELY INFLUENCED BY  
THEIR UNIVERSITY SPORT EXPERIENCE.






## 02 FISU MISSION

The mission sets out the fundamental purpose of the organisation.

The mission states why FISU exists, what it does to achieve its vision, and the outcome of keeping the organisational focus on the benefits to students participating in sport.



FISU'S MISSION IS TO PROVIDE OPPORTUNITY FOR ALL STUDENTS TO PARTICIPATE IN PHYSICAL ACTIVITY WHILE ACTING FOR THE HEALTH AND WELLBEING OF STUDENTS AND THEREBY HELPING THEM TO BECOME TOMORROW'S LEADERS.



## 03 FISU POSITIONING

Positioning determines how FISU differentiates itself from competitors in the minds of key audiences.

THE ONLY GLOBAL ORGANISATION DEDICATED TO PROVIDING INTERNATIONAL SPORT EVENTS AND HEALTHY LIFESTYLE PROGRAMMES FOR STUDENTS, HELPING THEM BECOME BETTER LEADERS TOMORROW.





## 04 FISU VALUES

The values are a set of guiding principles applied across all functional areas of an organisation's operations. FISU follows the principles of equality in all of the Federation's actions. FISU does not discriminate against anyone based on their race, colour, gender, language, religion, political or other opinion, national or social origin, property, birth or other status.

**FISU sets the values that shape and underpin all the work of Federations and FISU members.**

### — EXCELLENCE —

(in mind, body and lifestyle) – a passion for excellence in sport and education.

### — TEAMWORK —

utilise individual capabilities in a coordinated effort to develop and promote the university sports movement.

### — INNOVATION —

embrace new event formats and cutting edge technology to enhance entertainment value.

### — JOY OF SPORT —

create excitement across student-athlete sport events and a global fan base.

### — INTEGRITY —

all that FISU does is honest, transparent, and promotes fair play. Athletes deserve the highest levels of integrity and ethics from those working in sport.

## 05 FISU MOTTO

The FISU motto captures the journey FISU represents for student-athletes.

FISU had decided to revert to its initial motto as this has been identified to more accurately define the true meaning of the University Sports Movement for students and student-athletes today.

“EXCELLENCE IN  
MIND AND BODY”





# 06 FISU AUDIENCES

The FISU audiences are all groups of people who can influence FISU, or be influenced by the organisation. The following groups can have the most influence on FISU's objectives and therefore its vision:

## INTERNAL

- NUSFs
- CUSFs
- FISU Family
- FISU Student Ambassadors
- FISU Young Reporters
- Universities
- Existing sponsors

## EXTERNAL

- Students, student-athletes, alumni, families
- Olympic Movement
- Sports fans
- International sport organisations and educational authorities
- Sport and other international event host cities
- Prospective sponsors
- Media
- Financial sector



# 07 FISU STRATEGIC GOALS FOR 2027

FISU has identified three broad strategic goals the organisation looks to achieve by effectively executing the FISU Global Strategy 2027.

Specifically, these are:

- 1. Raise ambition and opportunity** in the university sports movement for university students and societies. FISU does this through high-level student sport events, by combining intellectual and physical development, creating friendship amongst competitors and providing a platform for peace between nations.
- 2. Focus on the core activities** that directly support the development of the university sports movement. FISU does this by enhancing the quality of university sport, by making stronger connections to universities, Continental and National University Sports Federations, nations and creating direct connection with students.
- 3. Shift the focus externally** to build FISU's organisational capability and the global competitiveness of its members through sport events. FISU will further develop their collaboration with the International Olympic Committee, and international educational and sport organisations.













# 08 DELIVERING THE MISSION: THE EIGHT STRATEGIC FOCUS AREAS

FISU will achieve the organisation's vision, mission, values, position and strategic goals for 2027 by developing and delivering activities and projects of the highest standard in each of the eight interconnected focus areas. FISU and some NUSFs will seek to undertake activities in all eight of these focus areas; other members will be active in only some of them.

## 8.1 SPORT EVENTS

- Key asset of FISU
- Competitive and high level
- Globalise multi-sport
- Showcase of excellence

## 8.2 CULTURE & EDUCATION THROUGH SPORT

- Intercultural dialogue through sport
- International showcase for all sports
- FISU Conference
- Existing interest of international organisations
- Excellent brand and image/reputation
- Education assessment
- University sport professionals networking

## 8.3 LEGACY & SUSTAINABILITY

- Review current best practices in both sport and non-sport settings
- Ensuring that legacy and sustainability are at the core of all FISU's activities

## 8.4 DUAL CAREER BUILDING

- Global sports career information hub
- FISU champions
- Student-athletes as role models
- Link national hubs
- Alumni network

## 8.5 COOPERATION WITH INTERNATIONAL ORGANISATIONS

- Collaborations with IOC
- Strategic partnerships with ISFs
- Cooperation with UNESCO
- Cooperation with rectors associations and unions

## 8.6 DEVELOPMENT

- NUSF and CUSF development
- International knowledge base
- Organising committee to organising committee support
- Knowledge transfer and best practice networks

## 8.7 PROMOTING UNIVERSITY SPORT

- Proactive communications
- Develop FISU brand awareness
- New media platforms
- Empower NUSFs with PR toolkits
- Leverage FISU events
- Research publications
- Digests and newsletters
- Global press presence
- Co-marketing promotion

## 8.8 GOVERNANCE & RESOURCES

- FISU governance
- Human resources
- Financial resources

# 09 SPORT EVENTS

## 9.1 CONTEXT

At the heart of the University Sports Movement lies FISU and the organisation's effective promotion of its main sport properties: the FISU World University Games (summer and winter editions), the FISU World University Championships, and the FISU University World Cups.

Characterised by a special atmosphere, number of events, diversity and gender equality, and the high level of experience of the student-athletes, FISU's portfolio of sport programmes are recognised pilot events for other major competitions at international, continental, regional and national levels.

In addition to the applicable abovementioned factors, FISU sport events aim to increase all levels of participation of universities and student-athletes in its events and, at the same time, increase the visibility of the universities. In parallel to these, the events intend to build and/or strengthen relations with NUSFs and CUSFs, envisioning the development of all involved parties.

FISU sport events provide the International Federations with the opportunity to: test major multi-sport events; demonstrate benchmarks of excellence in event organisation; promote new sports; improve mutual relations; persuade countries and regions, organisations and individuals to invest more in university sports development; improve sustainability; and provide visibility to education and sport.

FISU's sport event calendar and ambitions face challenges, namely: geographical dispersion; lack of media recognition and attention; academic impact; high-resource needs and costs; detailed requirements; many sports to manage and a small number of staff to maintain the quality of events; threats to international event calendar; and other entertainment events. For these reasons, many FISU members believe the FISU sport events are an overwhelming and unaffordable experience for their countries.









## 9.2 STRATEGIC AIMS

**1.** To commission an event sustainability study to ensure the long-term viability and dynamism of FISU's international sport events for implementation over the 2023-2027 events.

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**2.** To foresee new approaches to international sport events and develop the event planning process. This will enhance both the event experience for organising committees and delegations; and improve the three- and six-year FISU organising committee partnership to ensure the highest standards of excellence.

**3.** To review the current list of FISU recognised sports within the programme of the FISU sport events and evaluate possible alternatives, thereby injecting dynamism into the event portfolio. FISU will evolve its sport federation requirements while also providing the opportunity to incorporate and balance new sports alongside the core and traditional sports.

## 9.3 KEY OUTCOMES FOR 2027

**1.1** FISU sport events will showcase the highest standards in sport by student-athletes, at an affordable cost for all participants and the host country. This will provide success and development opportunities for all members and their teams, resulting in increased event hosting interest.

**1.2** The university sports movement will offer and assist in city promotion, by building relationships with the local governments and university partners and increasing commercial and media interest. The university sports movement also provides additional sport development and legacy opportunities for wider participation and higher visibility of members' national events.

**2.1** The fine-tuning of the candidature procedure to enhance the close collaboration between FISU and the hosts, to better guide candidates throughout the candidature life cycle and to ensure the candidate profiles are in line with the FISU requirements and strategic goals.

**2.2** The development of a three- and six-year FISU sport events planning cycle framework details the work streams, phases and key deliverables to greatly improve the efficiency and workflow for FISU and the organising committee (six years for the FISU Games, three years for the World University Championships and the University World Cups). This framework sets the tone and establishes a consistent working methodology from organiser to organiser, as opposed to FISU adapting to different organisers.

**3.1** Continuous development and refining of the FISU Sport Policy and the sport evaluation systems; establishment of precise procedure and timelines on the sport programme review of each FISU sport event, to ensure that the FISU sport events become more dynamic and sustainable, and as a whole to reach the best balance among the interests of all stakeholders.

**3.2** Analyse the feasibility of integrating parasport disciplines and eSport competitions.



**4.** To work with key partners and international organisations to progressively continue to develop the FISU World University Games into the world's leading biennial multi-sport event.

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**5.** To expand and strategically develop continental and regional competitions as a mechanism for wider member engagement and development. The universities competition model should be addressed as a top-down event implementation tool, engaging all key stakeholders: universities, NUSFs/CUSFs, IFs, student-athletes, etc.

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**6.** To address the responsibility for climate change issues as they aim to improve the environmental areas and reducing the carbon footprint of our events and participants/spectators that travel to them.

**4.1** The FISU Games are acknowledged by international organisations, sport federations, policy makers, agencies and leading industrial bodies as premier “not to be missed” international sport events.

**5.1** The continental events serve as a catalyst for the overall development of the CUSFs, resulting in stronger working relationships between FISU and the CUSFs.

**5.2** The FISU World University Championships programme will be assessed, with a shift in focus to continental and regional events as potential qualifiers for the FISU University World Cup properties in the FISU sport events portfolio.

**6.1** Work on a “Climate Change Action Plan” that lays out the institutional and policy structure, including specific policy proposals or planning processes, that an OC will use to develop and implement a climate change mitigation strategy associated to a FISU event.

**6.2** The fine-tuning of the candidature procedure to enhance the close collaboration between FISU and the hosts, to better guide candidates throughout the candidature life cycle and to ensure the candidate profiles are in line with the FISU requirements and strategic goals.

**6.3** The development of a three- and six-year FISU sport events planning cycle framework details the work streams, phases and key deliverables to greatly improve the efficiency and workflow for FISU and the organising committee (six years for the FISU Games, three years for the World University Championships and the University World Cups). This framework sets the tone and establishes a consistent working methodology from organiser to organiser, as opposed to FISU adapting to different organisers.

# 10 CULTURE AND EDUCATION THROUGH SPORT

## 10.1 CONTEXT

FISU educational events offer opportunities for individual development, networking, dialogue, exchange of ideas and collaborative learning. These events cover a diversity of themes and draw upon a group of highly skilled people from a wide variety of professions, including a large expert pool from FISU and its member Associations.

Educational and cultural events provide participating nations with a venue to show their development of higher education and national traditions. Educational and cultural events can help promote understanding and appreciation between different cultures and societies. With global turmoil and the need for peace and development, this is an area that could attract global interest across the promotion of the host cities and participants' cultures.

Strengthened policies focused on sport, education and culture will support effective and necessary educational activities and promote new formats allowing for a better mutual understanding of all FISU Events participants.

FISU has successfully organised educational and sport events for over 50 years. FISU's

experience there can be transferred to its upcoming educational and cultural events. As events grow, this makes sustainability more likely. Exposure to other cultures also allows for increased tolerance. Considerable effort is put in to offer quality cultural and sport events and to increase educational opportunities for all.

FISU education is focused on preparing events for students, student-athletes, officials, and all persons involved within the University Sports Movement to acquire and develop leadership skills and to enhance their level of participation. The FISU educational programmes related to gender equality, youth leadership, dual career, innovation in sport and good governance are considered as mainstream policies supported by the education department.

Meanwhile, cultural events have always been organised alongside FISU sport events. However, to ensure that student-athletes and the local population better enjoy these events it is crucial that FISU is more involved in the preparation and promotion of the cultural event programme. For this to happen, NUSFs organising cultural events must share the details with FISU and work hard to promote the events themselves.





Countries strengthen their soft power through culture and the hosting of cultural events. The traditional art, music and dance often demonstrated in cultural events help protect these cultural traditions from fading away. Cultural events also help promote understanding and appreciation between different cultures and societies.

Most citizens believe that sport is important for transmitting values for future generations, contributing to the inclusion and integration of various groups into society, increasing productivity and reducing health costs. More engagement from the public is expected through positive awareness of sport both in terms of culture and education.

FISU is committed to working with NUSFs to improve the quality and effectiveness of national sport education systems. The FISU educational and cultural programmes are platforms contributing to meet the goals and to present the policies of the key stakeholders dealing with education and culture (e.g. UNESCO, ICSSPE, etc.). They can also become platforms for companies to fulfil their corporate social responsibility.

Development in educational and cultural events allows for a combination of sport, knowledge, and performing arts (bringing fresh cultural events) that is interesting for companies looking to promote their brands and products.

Collaborative research, in partnership with leading international institutions and universities, increases the FISU brand and strengthens the evidence base on the value of and outcomes from NUSF and university events for the future leaders of society.

In parallel, hosting cultural events brings artists and musicians to a host country where many activities are staged. This provides ample opportunity to generate revenue for the host country – through ticket sales, tourist consumption and sponsorship. Furthermore, arts and culture strengthen the sense of community, identity, and civic pride of a community. Cultural events add to the entertainment options, making a host city more appealing.



## 10.2 STRATEGIC AIMS

**1.** To strengthen the role of educational activities and events within FISU and emphasise the combination of sport and education as the unique selling point of FISU compared to other (sport) organisations – through sharpening FISU's profile and a clear positioning of FISU's (sport) education inside FISU and in its environment, financial and human resources.

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**2.** To improve the engagement and cooperation with the continental and regional associations of rectors, primarily through FISU's educational activities system – notably the FISU World Forum, World Conference and the FISU Volunteer Leaders Academy – which will be enriched through innovative content and open discussion opportunities for integrating sport, education and culture across all continents.

**3.** To increase the relevance and visibility of FISU's educational activities and events as a tool to enhance education levels, communicate values, acquire and develop personal skills for the integration and development of civil society. This shall be achieved through communication and strategic alliances with partners, requirements of FISU membership and a restudy of the FISU foundation concept.

## 10.3 KEY OUTCOMES FOR 2027

**1.1** The combination of sport and education activities generates worldwide recognition and economic growth, broadening the investment in education and giving additional options for delivery in coordination with sporting activities. Many economic benefits are brought to the host nation of FISU educational events, such as job opportunities and tourist inflow. FISU's reputation increases within the academic network, not only as a sport event owner but also as a key stakeholder in education through sport.

**2.1** FISU creates a professional network for expertise and innovation sharing.

**2.2** FISU invites rectors associations to participate in a specially created advisory group to serve as a powerful link to the academic community, to foster closer relationships with Universities.

**2.3** FISU develops its relationships with academic institutions through its Education Committee and Academic Advisory Board.

**2.4** Existing FISU education events are made more available to rectors and other academic authorities in order to develop those relationships and FISU's visibility within the Universities and Colleges community.

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**3.1** FISU educational events are the reference events in the sport movement as platforms for promoting research on the benefits of sport in higher education institutions.

**3.2** Exchange of good practice models among universities in all business areas – through evaluation, selection and promotion of successful experiences.

**3.3** FISU is recognised as a credible and valuable partner for international conference and educational events hosted by its partners. This is demonstrated by the invitation of FISU Family members as speakers and moderators to those events as well as jointly organised events.



**4.** To offer educational events and activities for different FISU target groups that are in line with the FISU aims, goals and philosophy.

**4.1** FISU develops the existing concepts and assists the concerned organising committees in the preparation and event delivery phase. This is achieved through efficient transfer of knowledge and the development of alumni communities for the respective events.

**4.2** The FISU educational events can be replicated by the various stakeholders at their respective level in order to facilitate the cooperation and increase the opportunities to disseminate the content produced.

**4.3** All NUSFs, stakeholders, coaches and referees are able to align their educational qualifications and programmes with FISU requirements, including through international recognition frameworks

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**5.** To encourage FISU members to take part in and organise educational activities and events in line with the FISU policy – through innovative target-group orientated concepts, a service-oriented approach, best practice examples, and a business culture of involvement and participation.

**5.1** NUSFs include and organise educational events as a full part of their activities and national strategic development plans, placing universities and their students at the centre of learning and information sharing to foster sport and cultural exchange in society.

**5.2** The International Day of University Sport is a major event for education institutions, NUSFs, sports federations and other major FISU stakeholders worldwide. This day is clearly identified by the media as the time to promote sport and higher education institutions programmes.

**5.3** NUSFs increase their participation to existing and cost-free events organised by FISU and its partners especially for students.

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**6.** To attract partners/sponsors to be an important part of FISU's educational programme – through the identification, communication to and cooperation with marketing partners and relevant organisations in the field of education.

**6.1** FISU joins forces with international partners on projects dedicated to specific client groups.

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**7.** To enhance the role of the relevant FISU committees to link and represent FISU with the appropriate international organisations to develop fitting policies and programmes at the highest international levels – through memberships in relevant organisations, taking up of positions, joint projects and thematic cooperation.

**7.1** FISU signs long-term cooperation agreements with companies and non-governmental organisations that strengthen the student-athlete leadership skills and provide opportunities for all the University Sports Movement stakeholders.



## 10.2 STRATEGIC AIMS

**8.** To design a strategic plan for FISU research and to develop long-term relationships with leading international research institutions – to evaluate and disseminate the evidence base that underlines and promotes the FISU Mission.

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**9.** To define the role of cultural activities/events within FISU sport and educational activities – through discussing the potential of cultural activities as a platform for inclusion of local communities, exchange amongst an international community, promoting sport values, and promoting the leadership and learning skills. These increase FISU's visibility and the organisation's influence within larger educational and economical circles.

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**10.** To develop cultural activities/events in line with FISU's aims, goals and philosophy and to implement them into the FISU events concept – through developing concepts, supervising and monitoring Organising Committees in the preparation and delivery phases.

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**11.** To establish relations with partners/international organisations dealing with culture/cultural events – through the evaluation and selection of partners which are well suited to establish cultural events in FISU.

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**12.** To encourage FISU membership to organise cultural activities/events in line with the FISU policy – through a service-oriented approach and best practice examples.

## 10.3 KEY OUTCOMES FOR 2027

**8.1** Develop cross-cutting, multidisciplinary scientific research and educational programmes on the themes of ethics, value systems, anti-doping, fair play, physical education, a healthy lifestyle, quality of life, quality physical education, gender equality, and social inclusion.

**8.2** FISU has powerful and supportive research partnerships with acknowledged rectors and leaders in their fields, as well as scholars and researchers.

**8.3** FISU is recognized as a valuable partner for the academic community in the field of sport and society.

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**9.1** Cultural events will be implemented into the FISU event concept and will include the emerging universal cultures that appeal to young people across the world

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**10.1** Cultural events will be organised in line with the FISU policy – through a service-oriented approach and best practice examples, and will bring higher audience numbers through online and virtual technologies.

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**11.1** Cultural events will provide increased options to reach a wider and diverse market, resulting in strengthened FISU relations with partners/international organisations dealing with culture/cultural events.

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**12.1** Cultural events will be integrated into NUSF's strategies and promoted by FISU.







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**A PASSION  
FOR EXCELLENCE  
IN SPORT AND  
EDUCATION.**

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# 11 LEGACY AND SUSTAINABILITY

## 11.1. CONTEXT

As international sports organisations are becoming more sustainable and thinking about long lasting impacts of their activities, FISU and the University Sport Movement have an important role to play for long-term benefits on university campuses, regions and university sport communities at large.

While encouraging a cross cutting and multidisciplinary approach across all of its activities, FISU's legacy and sustainability focus will involve greater engagement in every area of its operations including educational and sports events. Even wider than university sport, applying this approach can reach wider communities through cooperation with various international organisations, a number of which have included or endorsed FISU as a member.

Tracking progress in the areas of legacy and sustainability is already being conducted through the FISU Healthy Campus programme, assessing universities against the lens of the United Nations (UN) Sustainable Development Goals (SDG). The UN SDGs outline comprehensive areas where sustainable

development can be achieved by focusing efforts across 17 Goals with an intention to create a better world by 2030. Encouraging university campuses to have more sustainable and long term impacts by reaching various goals, will in turn allow for knowledge transfer and exchange with and to National and Continental University Sports Federations-contributing to a better world through sport using the university sport ecosystem.

It is important to note that legacy and sustainability are not universally understood, but rather provide different meanings and outcomes across various backgrounds, cities and cultures. Therefore, it is important to realise the opportunity for greater diversity and inclusion of people of all abilities. FISU is already seeing strides in this area around its events aspiring to make minimal environmental impact, engaging a greater diversity of athletes, potential inclusion of parasport and enhancement of cultural programmes and activities.

## 11.2 STRATEGIC AIMS

**1.** Review current best practices in both sport and non-sport settings, working alongside international organisation's and experts to develop the organisations overarching approach to sustainable development; one which will guide the actions of all FISU internal stakeholders and FISU event hosts.

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**2.** Ensuring that legacy and sustainability are at the core of the bidding process for FISU's flagship events and that long-term plans are integrated before, during and after said event.

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**3.** Commit to viewing all FISU activities through the lens of legacy and sustainability in order to empower student-athletes and ambassadors with which to create further innovation and support in the area of legacy and sustainability.

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**4.** Include legacy and sustainability as core topics for the FISU educational and transfer of knowledge activities (to spread the progress made and gather insights from the University Sports stakeholders)

## 11.3 KEY OUTCOMES FOR 2027

**1.1** Formation of a regular legacy and sustainability working group that works alongside all other FISU working groups and committees that advises the FISU decision making bodies on this subject matter and proposes solutions to achieve the desired long-term and sustainable impacts.

**1.2** New partnerships are established (and existing, developed) with leading organisations promoting and facilitating more sustainable practices across the University Sports activities.

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**2.1** Establish a comprehensive legacy and sustainability chapter in the FISU minimum requirements for hosting sport and educational events, ensuring a lasting impact of FISU events, programmes and initiatives

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**3.1** Become recognised as a sector leader in the space of sustainable sport, working alongside students and experts in academia, research, sport and education to develop FISU's strategy and ensure that the most up to date information is presented.

**3.2** Ensure that external stakeholders involved with FISU provide sustainable services and products that follow ethical and moral principles.

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**4.1** Encouraging FISU member associations to develop legacy and sustainability strategies, including the use of best practices and toolkits in sustainable sport internally and externally.

**4.2** Have a sound documentation, assessment and reporting process in place to track progress and assist with knowledge exchange for long term longevity.





## 12 DUAL CAREER BUILDING

### 12.1. CONTEXT

The key target beneficiary for FISU's activity are the student-athletes – to help them aspire to, enter and succeed in vocational careers that will build the world of tomorrow and challenge them to become the best in the sport of their choice. World University Games and World University Championships athletes compete in many other events, ranging from regional competitions, national championships and other international multi-sport events. However, none of these events contain the common denominator of education and career development.

In order for the Summer and Winter World University Games to continue to differentiate themselves, it is critical that the profile of education and career development be elevated and brought to the attention of student-athletes. It is difficult, if not impossible, for athletes to socialise and meet others who are in their same field of study. There is a tremendous opportunity to address this challenge and add value to the overall student-athlete experience in the FISU Games Village.

This opportunity would be available to all athletes in attendance. Moreover, it would further distinguish the World University Games from every other multi-sport event that the athlete will attend. As it stands, the

opportunity for many of the student-athletes to cultivate international friendships within the same area of study is limited.

With FISU's focus on combining elite sport events with education and career development opportunities, the organisation is in a unique and advantageous position to place its sport events as the place for athletes to cultivate international friendships in similar areas of study.

Emphasising the dual career nature of student-athletes who participate in FISU events and with FISU being the only IF that permanently links the academic world with its sports properties, positions future organising committees as a destination for young people to study and work at, and visit.

## 12.2 STRATEGIC AIMS

1. To capture and spread the stories of successful career-building FISU Games and FISU Championship athletes as role models that inspire student-athletes around the world to pursue sport.

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2. To underpin all FISU Games Village activity and communications with a modern and confident understanding of the value of international friendships within the same area of study, which challenges stereotypes.

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3. To develop a range of FISU resources, tools, apps and a strong social media presence at FISU events with relevant career information and advice.

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4. To develop an international FISU Event alumni network working as role models for careers in their vocational area, and support FISU Champions to become ambassadors.

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5. To support NUSF development of their national careers information and advice services, through appropriate resources and the identification and dissemination of best practices.

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6. Study and identify the role of NUSF and universities in the mentioned context of Dual Career Building

## 12.3 KEY OUTCOMES FOR 2027

1.1 FISU and its Members will hold the FISU Games athletes campaign, promoting sport and careers, accessed by student-athletes.

2.1 All OCs will be actively working with the Games' Village to raise the activity and communications between athletes and to increase intercultural dialogue within the same area of study.

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3.1 A post-FISU Games Professional Social Media Community will be formed on-site at the Games' Village as a transition of the newly created friendships and professional networks, from in-person to an online community. This community is further developed over each edition of the FISU Games and becomes a resource for both FISU and NUSFs.

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4.1 Potentially, the data collected by FISU in each successive FISU event will provide the foundation of the start of this FISU alumni community. This community provides real value to FISU as it moves forward and develops a group of athletes, business, educational, and community leaders that all have a shared experience.

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5.1 FISU and its Members will hold the FISU Games athletes campaign, promoting sport and careers, accessed by student-athletes.

6.1 Study best practices of NUSF and universities with Dual Career programmes and showcase the results in a student-athlete context.



# 13 COOPERATION WITH INTERNATIONAL ORGANISATIONS

## 13.1. CONTEXT

As the NUSF-led, global hub for university sport excellence and development, FISU has a core responsibility to help countries improve their University Sports Movement and raise national benchmarks for sport excellence. FISU now has the reputation, partners and sponsors, and capable membership to work with international organisations such as the IOC, UNESCO, EU and other global organisations to design and deliver university sport development.

The proposals across these themes can be geographically diverse. An example of this is having communications proposal coming from a South American NUSF and an Asian NUSF. A region could have projects ongoing across several themes with no potential for connectivity. The result is that efficiencies and economies of scale may not be fully realised.

## 13.2. STRATEGIC AIMS

**1.** Further develop cooperation with the International Olympic Committee, UNESCO and other international Educational and Sport Organisations while developing the existing strategic partnerships between FISU and the International Federations.

**2.** To assist and enhance the establishment of relations with the continental and other international organisations – by working in accordance with the needs and the policy of FISU in the interest of the CUSFs (UE, UA, universities, student unions, sports bodies, etc.).

**3.** To develop and offer a comprehensive development programme – by including mentoring from existing experienced NUSFs and organising committees to all countries and regions at an appropriate stage of university sport system development.

**4.** The FISU and its continental associate members to build and leverage relationships with NGOs and other organisations – through gathering industry intel and identifying their planned regional development initiatives and themes.

## 13.3. KEY OUTCOMES FOR 2027

**1.1** FISU and its NUSFs are the first-choice partners of such organisations as the IOC, UNESCO and the EU on regional and international development programmes for University Sport.

**2.1** The role of the University and the University Sport in the global sport development will have increased – through sharpening FISU's profile and promoting its values and strengths

**2.2** FISU and its partners create relationship with the regional and international university organisations.

**3.1** The activities proposed within the university sports movement are adapted to the needs of the international student market.

**4.1** FISU and its partners are recognized as valuable stakeholders in the field of education through sport.

5. To develop cooperation with WHO and other international organizations in the field of well-being and quality of life on campuses with the aim of strengthening and qualifying the role of FISU within the framework of the Healthy Campus Program and reaching more universities.

5.1 Increase FISU's relationship activity and credibility with international institutions dedicated to the promotion of health and wellbeing, namely through educational programs and activities to promote healthy behaviours for all.







# 14 DEVELOPMENT

## 14.1. CONTEXT

FISU Development currently works with the Committee for the Development of University Sport (CDSU) and the CUSFs to gather, analyse and approve development proposals. These proposals range across the four CDSU themes: infrastructure, sport, education and communications.

The development needs will always be driven from the micro-level up, with NUSFs requesting support. The CDSU and FISU Development are positioned with a macro view and an understanding of FISU's strategic objectives. The development programmes need to ensure that both important perspectives are part of the process.

## 14.2. STRATEGIC AIMS

1. To develop and offer a comprehensive development programme – by including mentoring from existing experienced stakeholders to all countries and regions at an appropriate stage of University Sport system development.

## 14.3. KEY OUTCOMES FOR 2027

1.1 The role of the University and University Sport in the global sport development will have increased – through sharpening FISU's profile and promoting its values and strengths.

1.2 NUSFs increase their activities in all business areas through interaction with successful and through development programmes of FISU and CUSFs. To enable this international cooperation within the International University Sports Movement (NUSF, CUSF, FISU), FISU develops and provides support tools assisting its membership in decision making in daily activities, governance and project management.

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2. To facilitate and encourage meetings, best practice exchanges, collaborative projects, and partnership programmes between NUSFs and organising committees – by improving national university sport systems and FISU sport events performance.

2.1 CUSFs and NUSFs are involved in FISU development processes, in particular through and increase in mutual communication and common actions.

2.2 University sports community provides resources and creates platforms for research, innovation and development using modern technologies techniques to better respond to all business needs and improve engagement with students.



## 14.2. STRATEGIC AIMS

**3.** To enhance mutual understanding between FISU and CUSFs – through a working culture of involvement and participation and organisational and financial implementation of CUSFs' development programmes.

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**4.** To create the highest level consistent standards across continental federations of university student sport.

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**5.** To redevelop a comprehensive commercial and media-partner strategy – through the gaining of long-term, sustainable financial security for FISU.

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**6.** To create a closer relationship between FISU and Universities all around the world through the Healthy Campus Programme, supported by the NUSFs and CUSFs, strengthening the work and knowledge of university sports organizations through grassroots work in the field of well-being and quality of life for the campus communities.

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**7.** To be a leader in the advancement and achievement of equity, diversity, and inclusion within the university sports movement – sharing best practice, supporting the wider university sports movement, etc

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**8.** To explore possibilities that will benefit FISU, its members and Universities by gaining international insights and increasing global awareness among students. With expanded outreach, we can help introduce FISU to more students and possible university sports fans in markets in which to grow.

## 14.3. KEY OUTCOMES FOR 2027

**3.1** An efficient FISU-CUSF-NUSF cooperation mechanism, FISU-CUSF Strategic Dialogue meetings are held on even years and the FISU-CUSF-NUSF Seminars organised on odd years. CUSF Seminars are organised biannually by FISU.

**4.1** Providing the balance of continental representation in the FISU Executive Committee and Committees of FISU.

**5.1** The marketing strategy combines ethics focused on wellbeing both in campus and in life with clear and diversified activities: by leveraging existing assets and the development of some assets not fully expressed, by launching innovative programs for engaging all stakeholders of the global FISU Community

**6.1** Certify Universities in the scope of well-being with an international label, share best practices and contribute to develop and improve health and well-being of students and that of the Campus communities.

**7.1** A Gender Equality Policy which presents a clear vision on how FISU will advance and achieve gender equality in university sport, both within the FISU organisation and the wider university sports movement and the impact this will have on CUSFs and NUSFs.

**8.1** The FISU digital platform will drive and support the marketing plan with the introduction of loyalty, co-marketing and sponsorship platforms generating value for FISU







# 15 PROMOTING UNIVERSITY SPORT

## 15.1. CONTEXT

University sport promotion continues to play a key role in every area and stage of FISU's operations. By establishing a modern communication management and marketing system, and a comprehensive, integrated plan for university sport promotion, FISU increases its relevance and connection to target groups and stakeholders. Communication, media,

branding and marketing work together as an integrated unit with all FISU departments to successfully execute the organisation's global strategy.

## 15.2. STRATEGIC AIMS

**1.** Position FISU as a brand with a unique identity: *the world's largest movement of students and universities*. To expand awareness and visibility for university sport, FISU and FISU partners – through a strong brand, well-set branding policy unified with all key stakeholders and a forward-leaning communications strategy. FISU uses dedicated communication channels to target specific groups/stakeholders. FISU stays on top of new media and information technology developments to tailor its messages to the demographics, needs and media habits of these specific groups/stakeholders.

## 15.3. KEY OUTCOMES FOR 2027

**1.1** FISU is widely recognised as the leading international influencer of university sport and student-athlete career development, and the first point of contact for global media on student-athletes' careers.

**1.2** Over the next two editions, the FISU World University Games grow in prestige as a premier international sport event, recognised by policy makers and sports audiences as a "not to be missed" experience and where student-athletes aspire to participate.

**1.3** FISU establishes itself as one of the telecommunications leaders in the IF industry, particularly in OTT and mobile-first content. FISU will become a new media in the world of sports, wellness, serving students and universities.



**2.** To achieve an area-wide positive media coverage and positive reputation of FISU and its activities – through increased cooperation with national, continental and international media partners across a host of media sectors.

**2.1** FISU grows its global media presence. All major FISU events have broadcast partnerships on five continents with live, on-demand and feature programming. FISU's commitment is to increase and differentiate the content offered to the media: more events broadcast, new content for students, new platforms available to universities.

**2.2** All major FISU events covered by print and digital sports media. FISU makes strategic alliances to expand media coverage with the media outlets and mediums most relevant to FISU target groups.

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**3.** To ensure high-quality FISU media/communication content – through sufficient human and financial resources and successful partnerships.

**3.1** Increased involvement and participation between FISU and the international sports community, especially with those involved in the university sport world. The working culture and satisfaction levels between FISU, CUSFs and NUSFs are all at an all-time high.

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**4.** To increase the contribution of stakeholders/target groups to FISU communication – through a business culture of involvement and participation.

**4.1** FISU welcomes new companies as new marketing partners and activates modern co-marketing strategies. Integrate marketing (e.g., e-commerce) and loyalty systems for rewarding and redistributing benefits to FISU Family, OC, University and students.

**4.2** Grow visibility for FISU and FISU partners, through bigger cooperation and a shared vision, new marketing and media synergies between FISU and its partners bringing increased value to all brands involved.

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**5.** To strengthen the cooperation between existing and future FISU marketing partners and other stakeholders – through a sharp profile with clearly defined positions of strengths about FISU and its events. FISU uses customer relationship marketing (CRM) to work with partners, companies and stakeholders that share FISU's vision that university sport positively influences students.

**5.1** Through visibility gained from events and media presence, FISU is the first partner of choice for international organisations on university sport development.

**5.2** FISU values and brand are protected through a strong-but-adaptable branding policy that is tailored for specific communication channels.

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**6.** To expand FISU marketing to other FISU business areas – through identification, communication and cooperation with marketing partners to FISU events outside the FISU sport events umbrella (e.g. education, development, sustainability, ecology).

**6.1** FISU's approach follows the trends in the communication systems of the target audience with adapted channels and platforms for all stakeholders.



# 16 GOVERNANCE & RESOURCES

## 16.1. CONTEXT

The FISU Global Strategy is an ambitious document designed to transform the Federation's visibility and impact on the global stage, and to provide increased opportunities for existing and new members to collaborate and learn from each other. FISU and its members are committed to delivering the strategy to the fullest extent possible, while always acting within the scope of the available resources. FISU must therefore seek to identify new sources of income, utilise its resources to maximum efficiency and innovate in both fund raising and event delivery.

The FISU Finances and Commercial programme aspires to be the preeminent financial function that helps in the organisation's steering to safely carry out its mission of promoting student-athletes as today's role models and tomorrow's leaders.

The wider reach and ambition of the FISU Global Strategy will place significantly greater demands on governance, direction and oversight. There is an urgent need to design the responsibilities and organisation of the leadership and project management team in charge of delivering this Global Strategy.

An important piece in the abovementioned objective is the implementation of governance oversight of FISU's management and business. FISU is committed to applying to the organisation the highest recognised standards and best practices of good governance and implement measures regarding transparency, integrity, democracy, development and solidarity, and control mechanisms.

## 16.2. STRATEGIC AIMS

**1.** To strengthen the control environment – by ensuring that the organisation operates efficiently and effectively – through the implementation of recognised standards and best practices of good governance.

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**2.** To define minimum required reserves in policy – by ensuring ongoing concern or perennity of the organisation.

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**3.** To enable measurability across the areas – by assisting the concerned parties in determining the valuable performance metrics of activities that are known to define as achievement of success, i.e. those metrics are able to clearly demonstrate the difference the areas are making in the lives of those they touch.

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**4.** To better evaluate the needs in human resources and clarify the role and responsibilities of Executive Committee members, other committee members, staff and consultants.

## 16.3. KEY OUTCOMES FOR 2027

**1.1** Implement good governance measures focused on transparency, integrity, democracy, development & solidarity, and control mechanisms.

**1.2** Align FISU's good governance rating to the highest standards set by other IFs.

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**2.1** Achieved the secure planning, running and evaluation of activities in a healthy financial environment.

**2.2** Safeguarded FISU assets through enforcement of internal control procedures.

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**3.1** Ensured budgetary discipline while being able to measure performance versus planned activities.

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**4.1** Secured efficient delivery of projects and tasks.

5. To improve the performance and skills of the staff – by creating better evaluation processes and professional training programmes.

5.1 Implemented the career/salary plan for the staff.





# CONCLUSIONS

This review of the FISU Global Strategy envisions to update the current context and environment in which FISU now operates, keeping nevertheless the initial line of thought.

As before, the strategic area Working Groups are developing and implementing the associated action plans, assessing the necessary resources to reach the strategic measures outlined.

As previously, FISU continues to enable the University Sports Movement to make significant improvements. The strategic goals set out in this reviewed document are intended to offer FISU a firm basis to continue to make changes envisioning top-level management and delivery of the FISU Games and other FISU Events.

“ALL THAT FISU DOES IS HONEST, TRANSPARENT, AND PROMOTES FAIR PLAY. STUDENT-ATHLETES DESERVE THE HIGHEST LEVELS OF INTEGRITY AND ETHICS FROM ALL THOSE WORKING IN THE SPORT.”











Published by



Contact

FISU Administration department  
fsu@fsu.net

FISU

International University Sports Federation  
Quartier UNIL-Centre | Bâtiment Synathlon  
CH - 1015 Lausanne | Switzerland  
Tel + 41 (0)21 692 64 00

[www.fsu.net](http://www.fsu.net) | [www.fsu.tv](http://www.fsu.tv)

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