



# ESOM

ENHANCING SPORT ORGANISATIONS  
AND MANAGEMENT

## ESOM Good Governance and Policy Making



Co-funded by  
the European Union





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ENHANCING SPORT ORGANISATIONS  
AND MANAGEMENT

**Co-Funded by the European Union.**

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UNIVERZA  
V LJUBLJANI

## SUMMARY

Within the ESOM (Enhancing Sport Organisations and Management) project, co-founded by the European Union, a webinar on the topic of Good Governance and Policy Making was hosted on 11th of April 2024.

The meeting was hosted in cooperation of the Student Sports Association the Netherlands / Studentensport Nederland (SSN), the European University Sports Association (EUSA) and the EUSA Institute, and was attended by over 30 participants, representatives of the partners, national university sport bodies and universities. The ESOM project mainly aims to strengthen management and event organisation in university sport, through blended learning, sharing experiences, gaining new information and skills on the key topics of sports management, funding, communication, and other key topics.

The webinar was opened by the welcome words of Kevin Van Loon, representative of one of the project partners, the Student Sports Association the Netherlands, sharing a bit the background of the project as well as the topics that were covered by the webinar. Welcome address was also given on behalf of EUSA as the coordinator of the project by Mr Andrej Pisl, EUSA Project and Policy Manager.

Content of the webinar was kicked off with a presentation of the keynote speaker, Ms Marjolijn Van Oordt, covering in detail the concept of Good Governance. The presentation of Ms Van Oordt covered key elements of as the introduction to the topic of Good Governance, starting with the definition, the theory of change, as well as stakeholder mapping and management. Risk assessment, its probability and impact, prevention and reduction of the risk strategies were also emphasized. Ms Van Oordt contributed with valuable presentation regarding decision making, the steps and definition of the process itself. In relation to this, she focused on the negotiation part, elaboration on the definition, the elements: process, agreement, individual interests and the negotiation domains. The keynote presentation was then wrapped up with the last part which focused on psychological positioning, the importance of this step, the effects, the do's, the elements, and the negotiation domains: contents, process, and relationship.

Next, the webinar continued with the presentation of Ms Aleksandra Snopek from University Sports Association of Poland – AZS. Ms Snopek focused on the structure of AZS, the fundamental documents, financial background, sporting events and philosophy, as well as the overview of activities and media coverage of the work of the Association. Ms Marija Panijan, representing the Croatian Academic Sports Federation, gave a detailed presentation of the Federation, its structure, organizational structure, and the importance of certain working documents and policies, highlighting the equality policies with the inclusion of disabled people and the risk group, increase the participation of the women. In the presentation, Ms Panijan presented the implantation and importance of Good Governance in the federation, through

explaining in detail how the decision-making process and policy making works. She emphasises the Development strategy 2024-2028 and the involvement on an international level in FISU and EUSA. The fourth presentation was given on behalf of Mr Andrej Pisl, EUSA Projects and Policy Manager, covering the good governance implementation in EUSA. Mr Pisl presented the different events that are organized by EUSA for students aged 17 to 30, as well as different meetings, educational events such as: conventions, conferences, seminars, forums, online events, and webinars, with the goal to encourage strategic dialogue.

The presentation also covered different ways of having cooperation with different partners mainly made possible through diverse projects that EUSA foster. Mr Pisl also covered different structural documents that hold important role in regulating and implementing the steps of Good Governance. Finally, he finished with the communication and ways to increase the collaboration and flow of information between partners, member federations and other stakeholders, done mainly through newsletters, annual publications, and official social media channels.

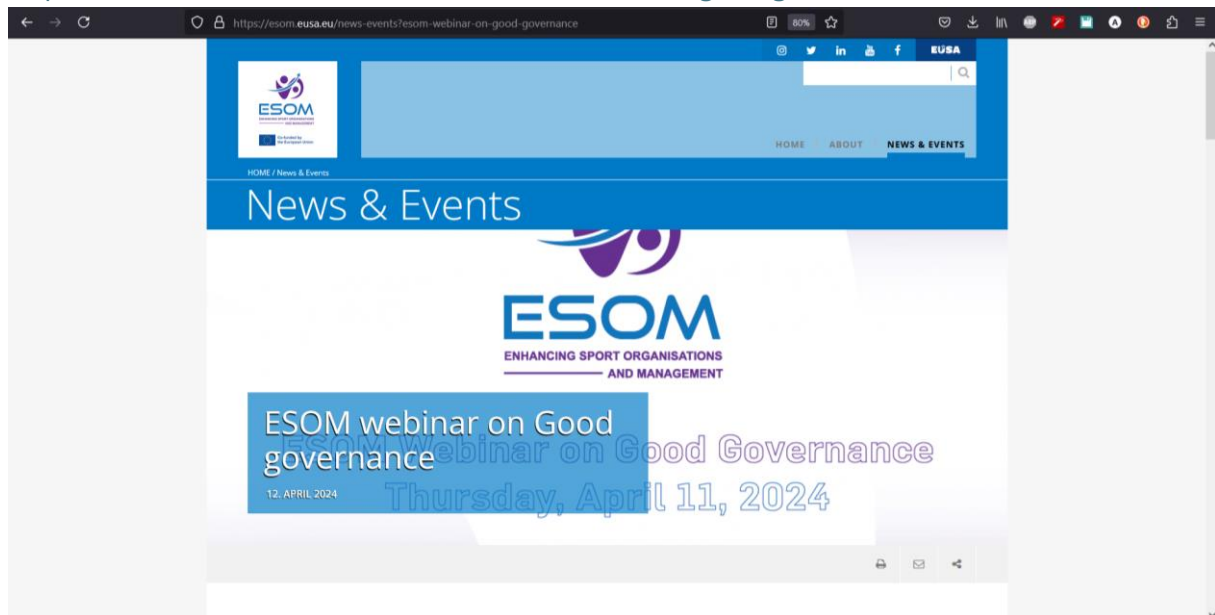
After the contribution of the presenters, a discussion followed in form of a round table of speakers, also inviting the participants to ask questions and take part in the debate.

## COMMUNICATION

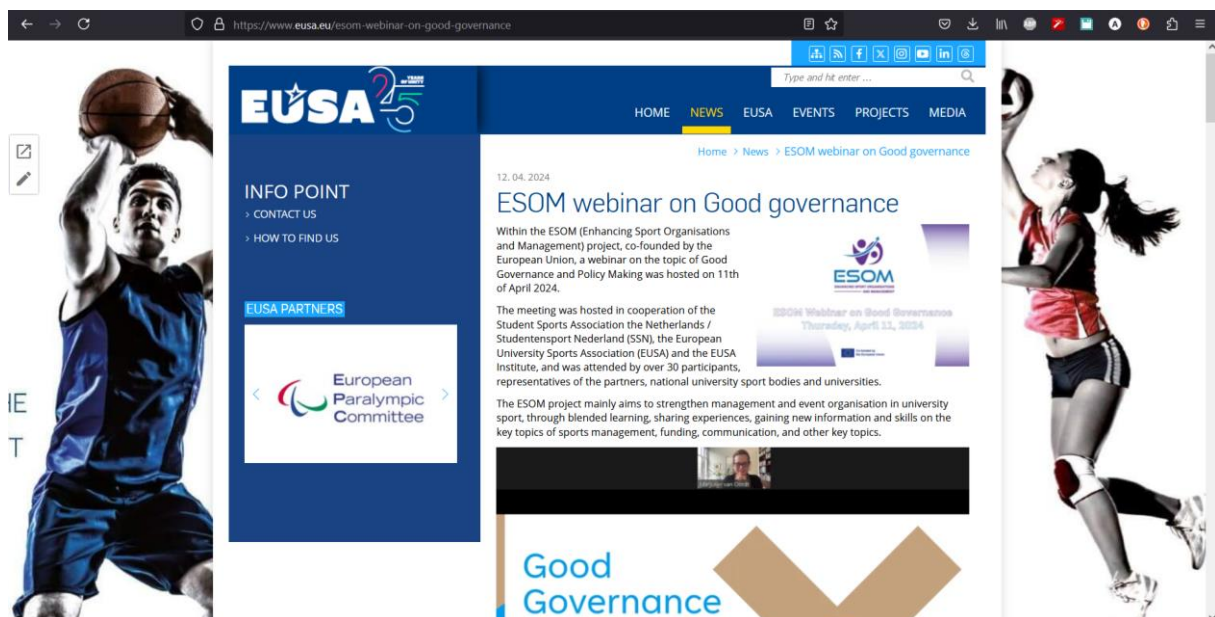
The news about the seminar was shared on the project website, as well as on the website and social media channels of the coordinator, as well as project partners.

Here we illustrate some examples; detailed clippings will be reported in the EU online tool.

<https://esom.eusa.eu/news-events?esom-webinar-on-good-governance>



<https://www.eusa.eu/esom-webinar-on-good-governance>



## PROGRAMME AND AGENDA

SHARE EXPERIENCES AND GOOD PRACTICES FROM UNIVERSITY SPORT MANAGEMENT!



Join us and register for  
ESOM April online event!

**THURSDAY, APRIL 11**

**15:00 – 17:00 CET**

### **ESOM Webinar on Good Governance**

*Topics:*

Good Governance and Policy Making  
Safety and Security



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Speakers and Presenters at the Seminar on Good Governance and Policy Making:

- Marjolijn Van Oordt, invited keynote speaker
- Aleksandra Snopek, AZS
- Marija Panijan, HASS/CASF
- Andrej Pisl, EUSA

## PRESENTATIONS

# Decision Making





# Agenda

- Good governance
- Decision making
- Negotiation

# Good Governance



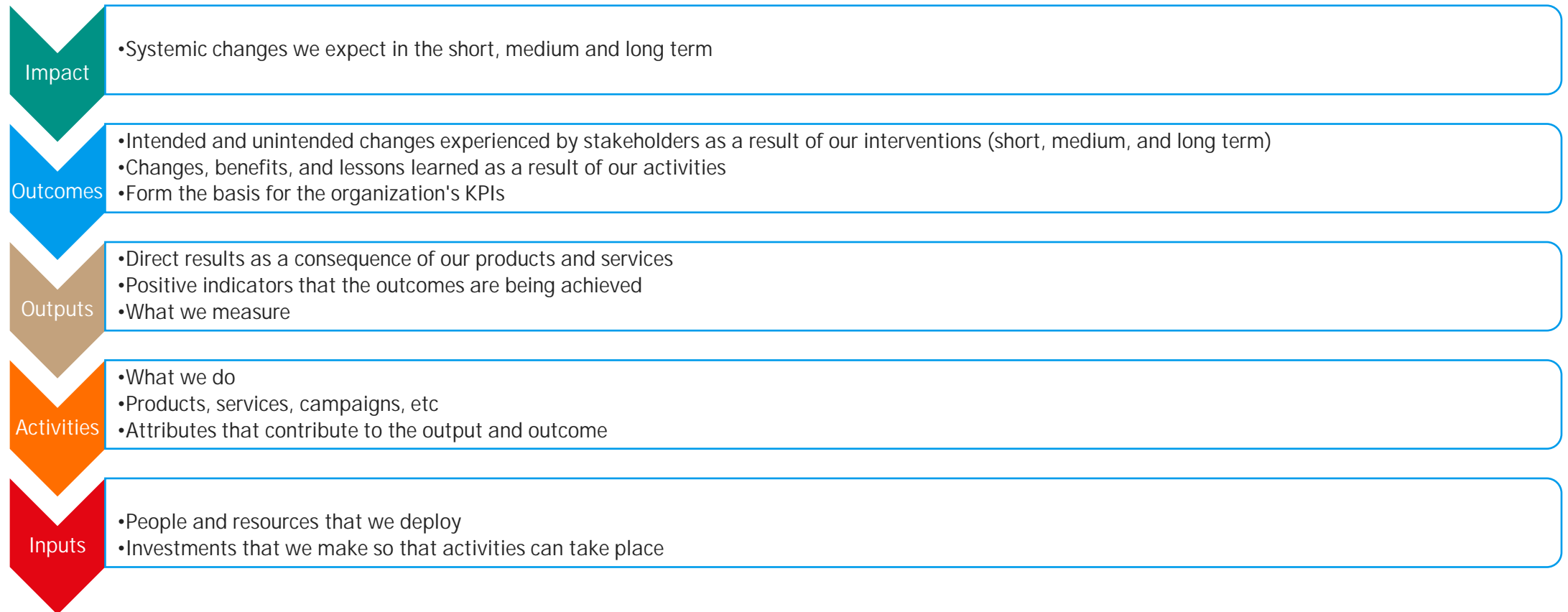


# Governance – a definition

- Good governance refers to the **processes** and **structures** that guide organizations or governmental bodies in achieving their objectives in a manner that enhances **transparency**, improves **accountability**, promotes **participation**, ensures **responsiveness**, and fosters **inclusiveness**

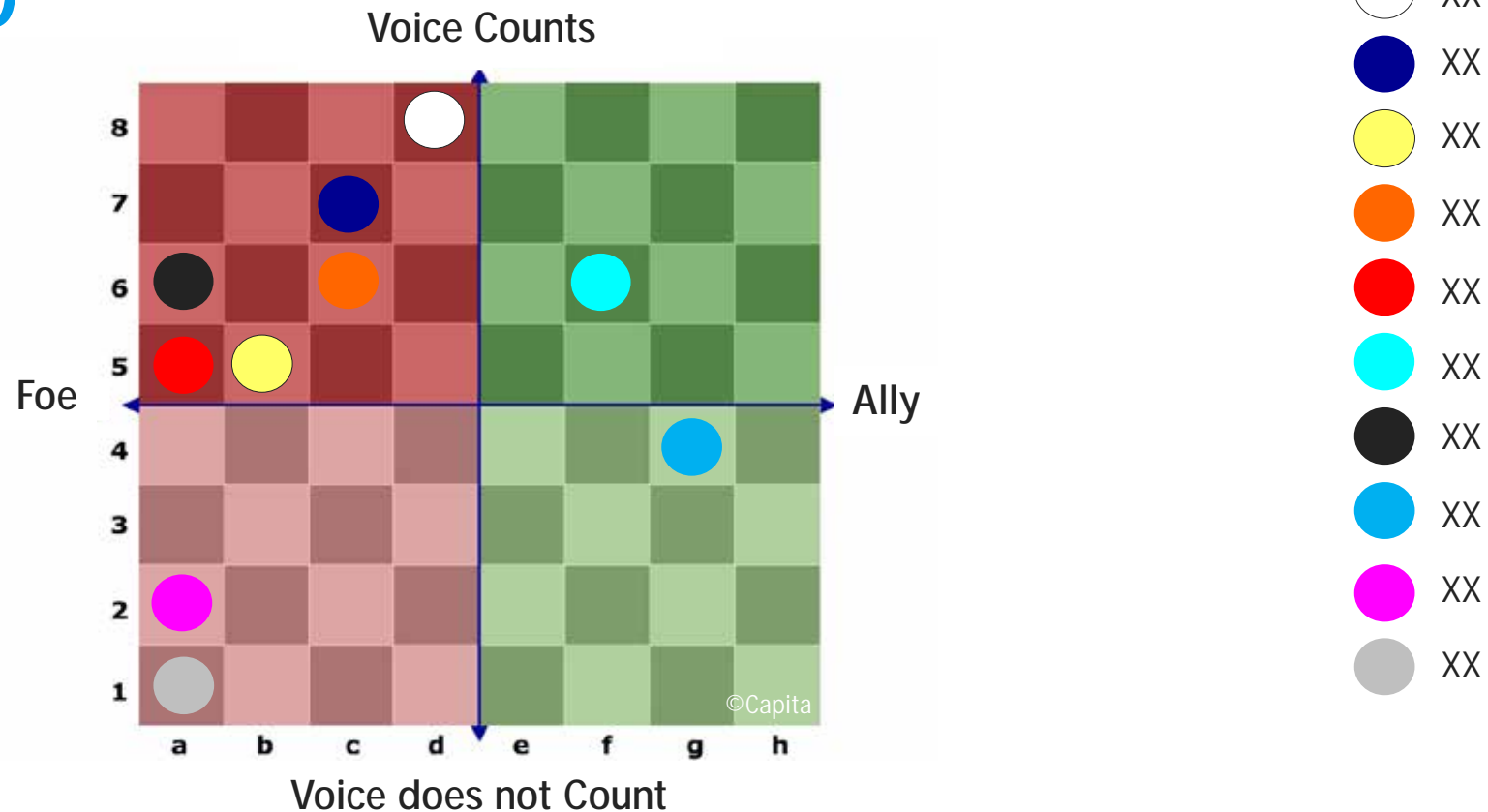


# Theory of Change



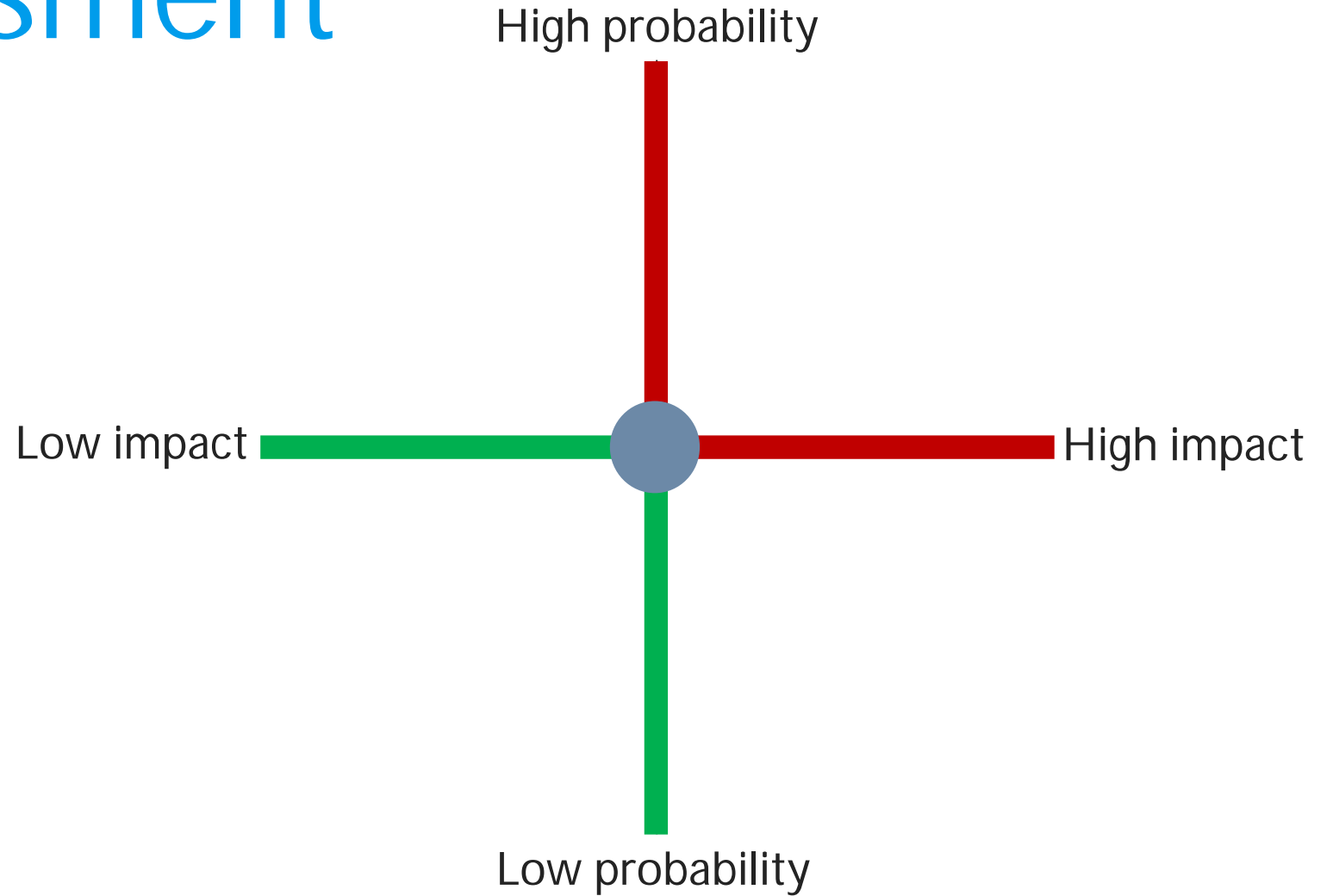


# Stakeholder mapping & management

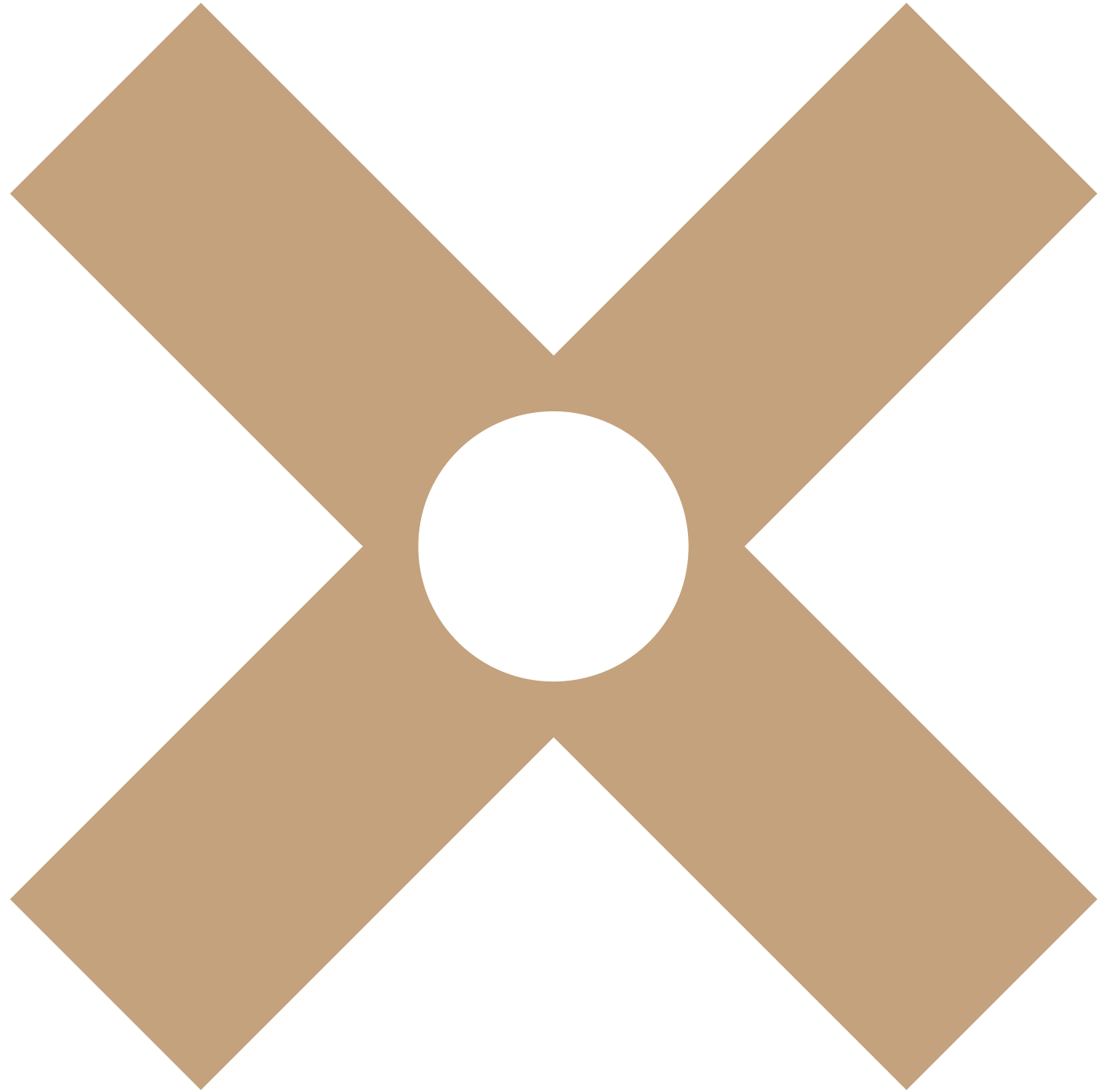




# Risk Assessment



# Decision making





# Ooda for decision making

	Observe – 40%	Orient – 40%	Decide – 20%
Aim			
Method			
Questions			





# Ooda for decision making

	Observe – 40%	Orient – 40%	Decide – 20%
Aim	Problem		
Method	Question round, No discussion <i>Tight steering</i>		
Questions	Fact collecting		



# Ooda for decision making

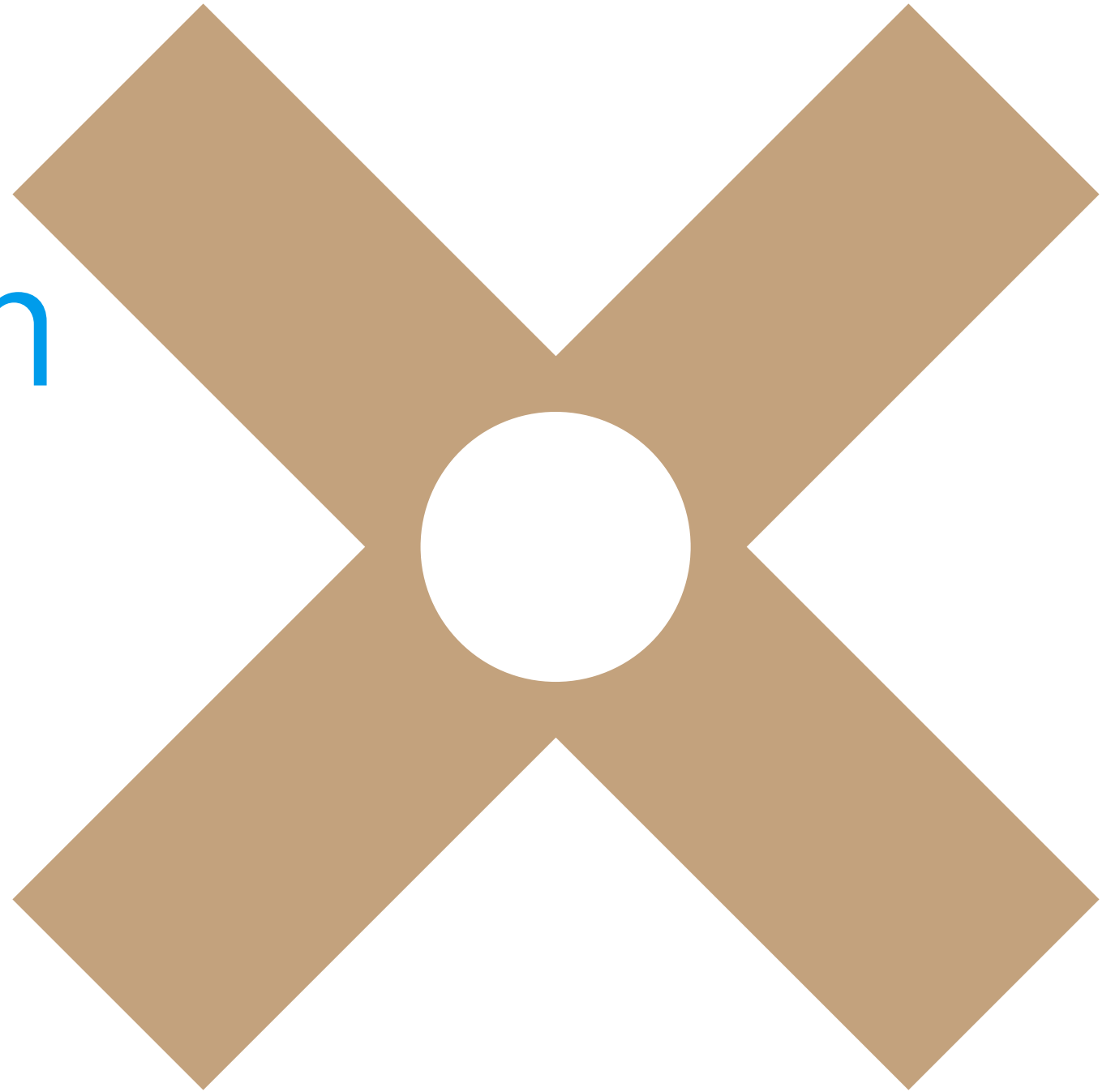
	Observe – 40%	Orient – 40%	Decide – 20%
Aim	Problem	Solution	
Method	Question round, No discussion <i>Tight steering</i>	Dialogue <i>Loose steering</i>	
Questions	Fact collecting	Scenario's, options	



# Ooda for decision making

	Observe – 40%	Orient – 40%	Decide – 20%
Aim	Problem	Solution	Approach
Method	Question round, No discussion <i>Tight steering</i>	Dialogue <i>Loose steering</i>	Consensus <i>Tight steering</i>
Questions	Fact collecting	Scenario's, options	Actions

# Negotiation





# Negotiation – a definition

- A process of communication between two or more persons
- To advance their individual interests
- Through agreement on desired joint action



# Three negotiation domains

- Substance
- Process
- Relationship



# Psychological positioning

- Behind a position lies an interest
  - Positions can be opposite
  - Interests can be similar
- Side by side against the problem is preferable to face to face against each other
  - Build relationships by engaging and framing, not mainly by concessions
  - Openings can really matter (We versus I) as does body language
- Drive the process towards interest-based joint problem solving
  - Don't let it drive you (towards positional haggling, arguing, etc)



# Do's in negotiation

- Start positive
- Ask questions
- Be concrete, not abstract

Combine empathy and assertiveness

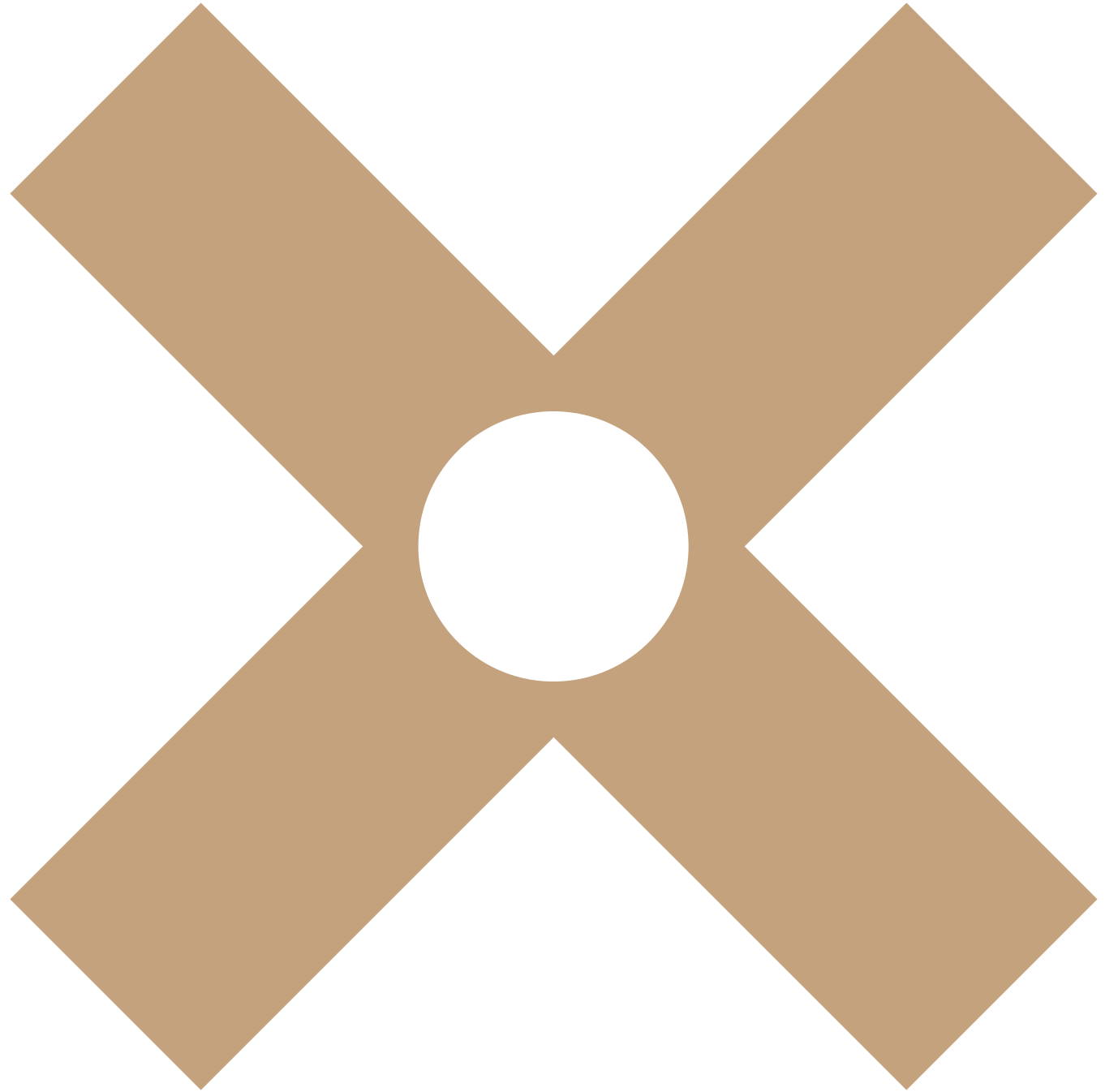




# Negotiations don't stop at the deal

You create a framework to deal with unexpected situations in the future

# Questions & Dialogue





# Akademicki Związek Sportowy

AKADEMICKI ZWIĄZEK SPORTOWY (AZS)  
UNIVERSITY SPORT ASSOCIATION OF POLAND



Akademicki  
Związek  
Sportowy



# MŁODOŚĆ PEŁNA PASJI

NOWOCZESNE DZIAŁANIE  
- SZACUNEK DLA TRADYCJI

YOUTH FULL OF PASSION  
MODERN ACTIVITY  
– RESPECT FOR TRADITION

## 112 years of tradition

The AZS as the association was established in 1909 in Krakow and from there spread to all academic centers across the country. Thanks to its great and successful history the association is nowadays the biggest students organization in Poland. We associate people for whom sport is primarily a passion thanks to which they are able to fulfill their dreams and achieve sports successes.

## Common sports

It is one of the pillars of our activity. For more than 60 years we organize Academic Championships of Poland (AMP), which promote sport among students. The best of them receive their opportunities to compete in European Universities Championships.

## Professional sports

Our pride is the professional sport. AZS members are sport stars, well-known across the globe. Our athletes win medals at the biggest events (Olympic Games, World and European Championships). We are very active in and successful in World Universities Championships and Universiade.

## Olympic sports

Our crème de la crème are athletes from AZS. Polish Olympians, who are the main strength of professional sport in our country, train at AZS Clubs. About 1/3 of the Olympic team of the Polish national team are athletes from clubs of the Academic Sports Association. Here are some of them:

The foundation of our activity is the academic community, universities and their authorities. Thanks to their favor, most of our units are guaranteed stable operation, access to sports facilities, support in financing training staff and participation in sports competitions mainly related to universal sport. Studying is an ideal time for the development of competitive sport.

## PRIMUS INTER PARES

PRESIDENT of AZS Prof. dr hab. ALOJZY NOWAK  
RECTOR OF THE UNIVERSITY OF WARSAW

**PREZES AZS REKTOREM  
UNIwersYTETU WARSZAWSKIEGO!  
GRATULUJEMY!**



## BOARD

### Presidium

President: Alojzy Nowak

Vice-President for Organizational Affairs: Adam Roczek

Vice President for Sports: Maciej Hartfil

Vice-President for the promotion of physical culture: Tomasz Wróbel

Vice-President for International Relations: Marian Dymalski

Vice President for Finance: Jakub Kosowski

Vice President for Development: Mariusz Walczak

Vice-President for sports for people with disabilities: Marta Dalecka

Secretary General: Dariusz Piekut

Members: Tomasz Aftański, Jacek Kasprzyk





## BOARD

Members: Krzysztof Wilde, Kacper Czarnota, Andrzej Hrehorowicz, Krzysztof Nowak, Piotr Marszał; pozostali: Katarzyna Domańska, Aleksandra Leszczyńska, Artur Słomka, Paweł Potoczek, Grzegorz Kapitan, Olaf Weker, Marek Konopczyński, Piotr Walczak, Daniel Bukalski, Paweł Markiewicz, Michał Bernardelli, Jacek Kiełb, Rafał Walczyk, Aleksander Fangor, Michał Klauziński, Paweł Błaszczyk, Grzegorz Miedziński

## AUDIT COMMITTEE

Members: Martyna Ciuksza, Piotr Dąbrowski, Jerzy Filipiak, Małgorzata Stachurska, Barbara Szajkowska, Teresa Sroczyńska, Alojzy Gołąb, Jacek Czarecki, Janusz Gackowski, Maria Kosowska, Michał Grabowski, Janusz Jaszcuk, Paweł Siepiak, Henryk Sorys, Katarzyna Kozarzewska, Piotr Luksa, Paweł Sadowski, Marek Kolbek





## COMMITTEES

- Organizational Affairs
- Sports
- Promotion of physical culture
- International Relations
- Economical
- Development
- Sports for people with disabilities
- Historical



Our representatives sit on the governing bodies of the world and European federations. The crowning achievement of our commitment and high position in EUSA was the appointment of the president of this organization to Adam Roczek in 2012, and then election for the next four-year terms in 2016 and now in 2021.



At FISU, he performed important tasks, among others Marian Dymalski, who was a member of the Executive Committee, was elected vice president of this organization at the end of 2015 and again in 2019.



AZS has been recognized by the European University Sports Association. We have received the title of "**Best Federation of the Year**" three times (2012, 2015, 2017). Twice we were awarded the title of "**Most Active Federation of the Season**" (2009, 2010). In 2018, we were honored as the most successful national federation of the academic sport. We were also awarded the title of "**Federation of the EUSA decade**". In 2017, the International University Sports Federation recognized us as the best student sports federation in the 2016/2017 season.







## STRUCTURE AZS

38 000 ASSOCIATED MEMBERS

225 UNIVERSITY CLUBS AZS

17 ADMINISTRATIVE ORGANIZATIONS AZS

3 000 SPORTS SECTION

500 SPORTS EVENTS IN A YEAR



### **CENTRAL CENTER OF ACADEMIC SPORT - AZS WILKASY K. GIŻYCKA**

Accommodation for 350 people, a multifunctional sports hall with martial arts facilities, a gym, a port adapted to water sports, open fields, tennis courts, professional rehabilitation facilities (including a cryochamber) and a spa. The resort is located on Lake Niegocin and surrounded by forests. Nearby Giżycko with municipal sports facilities and COS.



### **CENTRAL CENTER OF ACADEMIC SPORTS - AZS GÓRKI WESTNIE**

Accommodation for 200 people, a multifunctional sports hall with martial arts facilities, a gym, a port adapted to water sports, open fields, tennis courts, rehabilitation facilities and a spa. A unique neighborhood with a beautiful beach. The center is situated at the mouth of the Martwa Wisła to the Bay of Gdańsk, 15 min. from the Gdańsk Old Town.



### **CENTRAL ACADEMIC SPORT CENTER - AZS ZIELENIEC**

Accommodation for 100 people (Stokłos and Straszny Dwór), a sports hall with a mat for martial arts. A unique place for winter sports and fitness camps. The center is located in the Orlickie Mountains near Duszniki Zdrój.



Akademicki  
Związek  
Sportowy

# FUNDAMENTAL DOCUMENTS



Akademicki  
Związek  
Sportowy

## STATUT AKADEMICKIEGO ZWIĄZKU SPORTOWEGO

### ROZDZIAŁ I NAZWA, TEREN DZIAŁANIA, SIEDZIBA WŁADZ I CHARAKTER PRAWNY

#### § 1

1. Akademicki Związek Sportowy, zwany dalej „AZS”, jest stowarzyszeniem działającym na podstawie ustawy Prawo o stowarzyszeniach z dnia 7 kwietnia 1989 roku (t.j. Dz.U. z 2020 r., poz. 2261 z późn. zm.).
- 1<sup>a</sup>. Akademicki Związek Sportowy może posługiwać się skróconą nazwą „AZS”.
- 1<sup>b</sup>. AZS dla celów współpracy z zagranicą może posługiwać się nazwą w językach obcych, w tym w języku angielskim „University Sports Association of Poland”.
2. AZS jest studentką organizacją sportu akademickiego o zasięgu ogólnokrajowym, reprezentującą swoich członków w sprawach związanych z upoważnieniem i rozwojem kultury fizycznej w szczególności w środowisku akademickim.

#### § 2

Terenem działania AZS jest obszar Rzeczypospolitej Polskiej, a siedzibą władz naczelnych – m. st. Warszawa. Dopuszcza się działalność AZS poza granicami Polski, zgodnie z miejscowymi przepisami.

#### § 3

AZS jest stowarzyszeniem zarejestrowanym i posiada osobowość prawną.

#### § 4

AZS ma prawo powoływania terenowych jednostek organizacyjnych.

#### § 5

AZS może być członkiem krajowych i międzynarodowych organizacji o tym samym lub podobnym profilu działania.

CKancelaria Sejmu

s. 1/273

Dz. U. 2018 poz. 1668

## USTAWA

z dnia 20 lipca 2018 r.

### Prawo o szkolnictwie wyższym i nauce

Opracowano na podstawie: t.j. Dz. U. z 2022 r. poz. 574, 583, 655, 682, 807, 1010, 1079, 1117, 1459, 2185, 2306, z 2023 r. poz. 212.

Uznając, że dążenie do poznania prawdy i przekazywanie wiedzy z pokolenia na pokolenie jest szczególnie szlachetną działalnością człowieka, oraz dostrzegając fundamentalną rolę nauki w tworzeniu cywilizacji, określa się zasady funkcjonowania szkolnictwa wyższego oraz prowadzenia działalności naukowej w oparciu o następujące zasady:

– obowiązkiem władzy publicznej jest tworzenie optymalnych warunków dla wolności badań naukowych i twórczości artystycznej, wolności nauczania oraz autonomii społeczności akademickiej;

– każdy uczony ponosi odpowiedzialność za jakość i rzetelność prowadzonych badań oraz za wychowanie młodego pokolenia;

– uczelnie oraz inne instytucje badawcze realizują misję o szczególnym

CKancelaria Sejmu

s. 1/21

Dz.U. 1989 Nr 20 poz. 104

## USTAWA

z dnia 7 kwietnia 1989 r.

### Prawo o stowarzyszeniach

Opracowano na podstawie: t.j. Dz. U. z 2015 r. poz. 1350, 1913.

W celu stworzenia warunków do pełnej realizacji gwarantowanej przepisami Konstytucji wolności zrzeszania się zgodnie z Powszechną Deklaracją Praw Człowieka i Międzynarodowym Paktem Praw Obywatelskich i Politycznych, umożliwienia obywatelom równego, bez względu na przekonania, prawa czynnego uczestniczenia w życiu publicznym i wyrażania zróżnicowanych poglądów oraz realizacji indywidualnych zainteresowań, a także uwzględniając tradycje i powszechnie uznawany doświadek racji stowarzyszeniowej, stanowi się, co następuje:

#### Rozdział I

##### Przepisy ogólne

Art. 1. 1. Obywatele polscy realizują prawo zrzeszania się w stowarzyszeniach, zgodnie z przepisami Konstytucji oraz porządkiem prawnym określonym w

CKancelaria Sejmu

s. 1/27

Dz.U. 2010 Nr 127 poz. 857

## USTAWA

z dnia 25 czerwca 2010 r.

### o sporcie

#### Rozdział I

##### Przepisy ogólne

Art. 1. Ustawa określa zasady uprawiania i organizowania sportu.

Art. 2. 1. Sportem są wszelkie formy aktywności fizycznej, które przez uczestnictwo doraźne lub zorganizowane wpływają na wypracowanie lub poprawienie kondycji fizycznej i psychicznej, rozwój stosunków społecznych lub osiągnięcie wyników sportowych na wszelkich poziomach.

2. Sport wraz z wychowaniem fizycznym i rehabilitacją ruchową składają się na kulturę fizyczną.

#### Rozdział 2



## DZIENNIK USTAW RZECZYPOSPOLITEJ POLSKIEJ

Warszawa, dnia 31 stycznia 2023 r.

Poz. 212

## USTAWA

z dnia 13 stycznia 2023 r.

### o zmianie ustawy – Prawo o szkolnictwie wyższym i nauce oraz niektórych innych ustaw<sup>1)</sup>

Art. 1. W ustawie z dnia 20 lipca 2018 r. – Prawo o szkolnictwie wyższym i nauce (Dz. U. z 2022 r. poz. 574, z późn. zm.<sup>2)</sup>) wprowadza się następujące zmiany:

1<sup>a</sup>) w art. 111:

a) **art. 1 otrzymuje brzmienie:**

„1. Uczelnia może przeznaczać środki na realizację zadań:

- 1) uczelnianych organizacji studenckich;
- 2) działających w uczelni stowarzyszeń zrzeszających wyłącznie studentów lub studentek, doktorantów i pracowników uczelni;
- 3) **Akademickiego Związku Sportowego i jego klubów uczelnianych utworzonych w uczelni za zgodą rektora.”**

b) dodaje się art. 6 i 7 w brzmieniu:

„6. Podmioty, o których mowa w art. 5, przeznaczą emerytalne środki wyłącznie na działania obejmujące studentów, doktorantów lub pracowników uczelni.

7. Podmioty, o których mowa w art. 5, przedostają uczelni ignorowanie z wykorzystania środków emerytalnych w dalszym celu akademickim.”



## FINANCING

### Ü STATE SUBSIDIES

- Ministry of Sport and Tourism
- Ministry of Education and Science

### Ü GOVERNMENT SUBSIDIES

- Municipal Departments of Sport and Recreation
- Voivodship / Marshall's Departments of Sport and Recreation

### Ü SUBSIDIES OF THE UNIVERSITIES

- Funds to support the activities of student organizations
- Promotional measures for sport

### Ü MEMBERSHIP FEE in AZS

- AZS card

### Ü REVENUE OWN

- Income from operations of AZS

### Ü OTHER REVENUE AND GRANTS

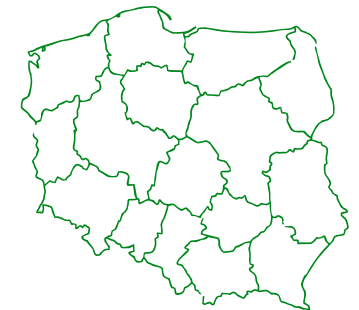
- Sponsors



Ministerstwo  
Sportu i Turystyki



Ministerstwo  
Edukacji i Nauki



## WE WORK FOR THE INTEGRATION AND DEVELOPMENT OF PEOPLE WITH DISABILITIES

### THE INTEGRATION POLISH CHAMPIONSHIPS

- The Integration Polish Championships is a series of integration events for the disabled. The project is aimed at students, doctoral students, and university staff.
- The program of the competition currently includes 10 disciplines and concentrates annually Approx. 600 participants.
- An additional element of the program is an annual camp integrating the community with disabilities.
- AZS plans to expand this program with new disciplines - and initiatives. Our project is nationwide.
- In June 2019, it is planned to beat the Guinness World Record in a 24-hour boccia game.







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**MŁODOŚĆ  
PEŁNA PASJI**  
NAJLEPSZY CZAS NA ROZWÓJ



## SELECTED EXAMPLES OF ACTIONS

UNIVERSITY SPORT ASSOCIATION OF POLAND

YOUTH FULL OF PASSION – MODERN ACTIVITY – RESPECT FOR TRADITION



## ODMŁODZIKA DO OLIMPIJCZYKA

Polish game of words

## FROM YOUNG PEOPLE TO OLYMPICIAN

the largest, cyclical swimming competition for children

- Swimming competition organized for children and youth training in clubs throughout Poland
- The competition system has been running for 7 years
- 5 elimination and final competition
- The competition system has nearly 1000 young players at each stage - the accompanying group is the environment of parents and trainers
- Radosław Kawęcki (this year's European runner-up, Olympian, AZS-AWF Warsaw competitor) as the current patron of the swimming competition series
- The competition organized on one of the most modern swimming facilities in Poland - Olympic swimming pool WUM in Warsaw.





Akademicki  
Związek  
Sportowy

**MŁODOŚĆ  
PEŁNA PASJI**  
NAJLEPSZY CZAS NA ROZWÓJ



# BIURO PRASOWE AZS

PRESS OFFICE OF AZS

UNIVERSITY SPORT ASSOCIATION OF POLAND

YOUTH FULL OF PASSION – MODERN ACTIVITY – RESPECT FOR TRADITION







# MŁODOŚĆ PEŁNA PASJI

NAJLEPSZY CZAS NA ROZWÓJ

YOUTH FULL OF PASSION  
THE BEST TIME FOR DEVELOPMENT

THANK YOU FOR YOUR ATTENTION

CROATIAN ACADEMIC SPORTS FEDERATION

# GOOD GOVERNANCE AND POLICY MAKING



Hrvatski akademski  
sportski savez

Croatian Academic  
Sports Federation

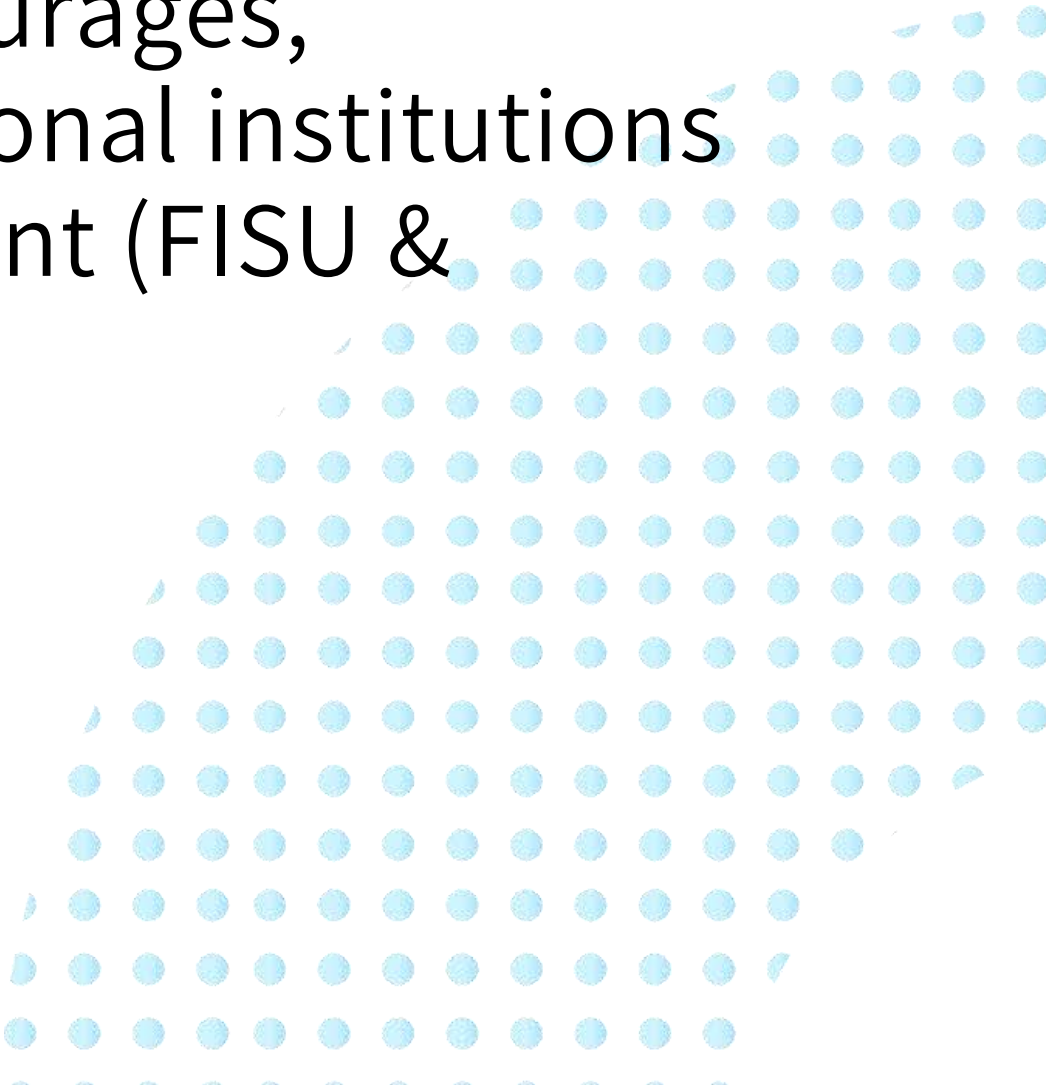


**UNISPORT**  
HRVATSKA



# Good governance

# Croatian Academic Sports Federation

- One of the five umbrella sports federations in Croatia
  - Croatian Law of Sports
  - The only sports body at the national level that encourages, promotes and takes care of sports in higher educational institutions and represents them in the international environment (FISU & EUSA).
  - 23 members
- 



# Main activities & projects



**UNISPORTHR**

## **National academic championships**

20 sports, December – June, UniSport  
Finals: 1300 students (12 sports)

## **International Academic Championships**

FISU World University Games &  
Championships, EUSA European  
Universities Games & Championships



**UNISPORT HEALTH**

Free recreational sports programs and  
other activities that encourages students  
to be physically active and adopt  
healthier habits



## UNISPORT VILA

National volunteer and leadership academy



## UNISPORT DIGITAL

THE LARGEST SPORTS INFORMATION SYSTEM  
IN CROATIA



**ZAKLADA**  
**UniSport Srce**  
FOUNDATION  
UniSport Heart

## UNISPORT HEART FOUNDATION

SUPPORTING STUDENT ATHLETES,  
INNOVATIVE IDEAS AND PROJECTS

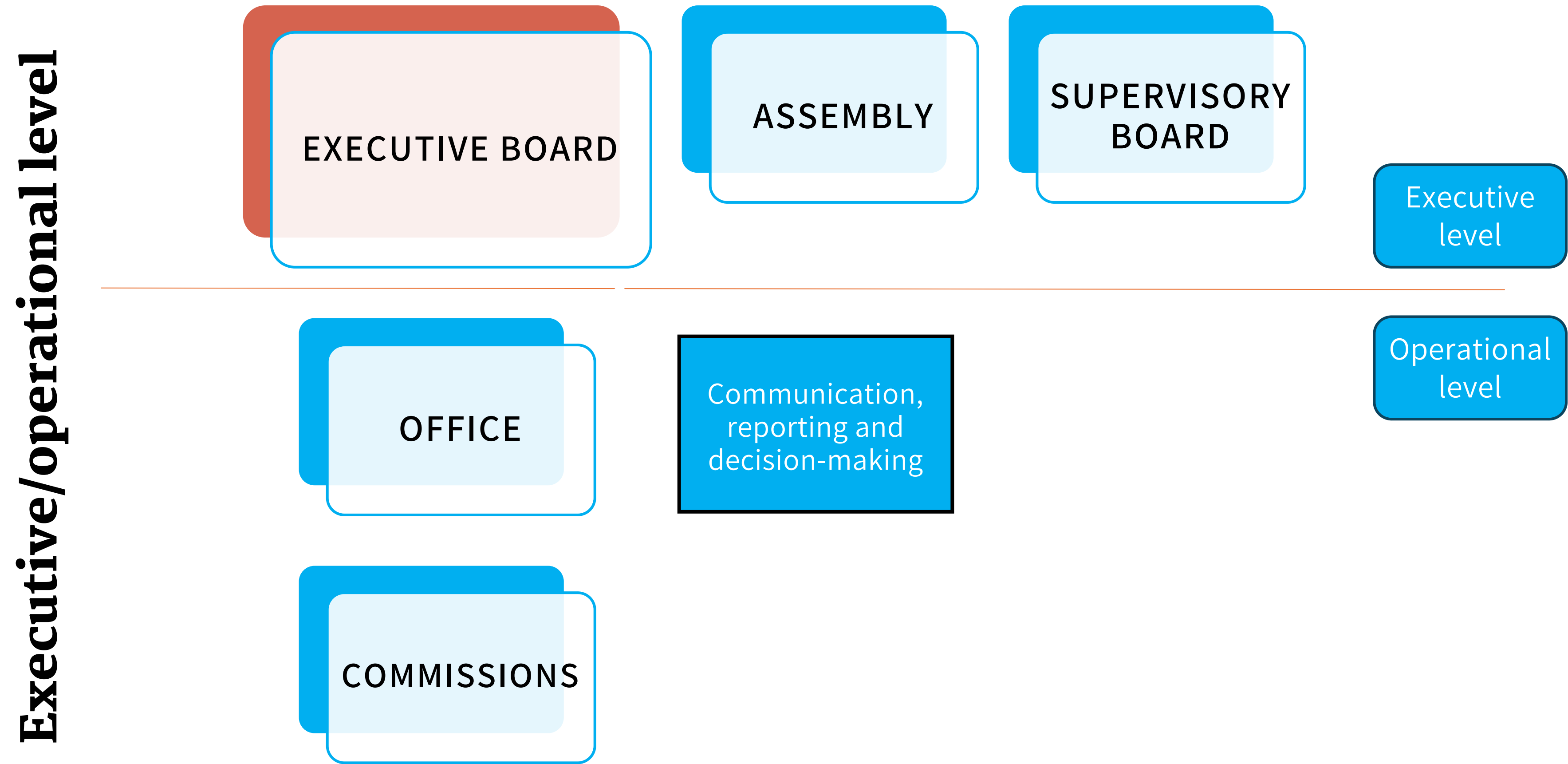


**WORLD  
FORUM**  
ZAGREB 2024

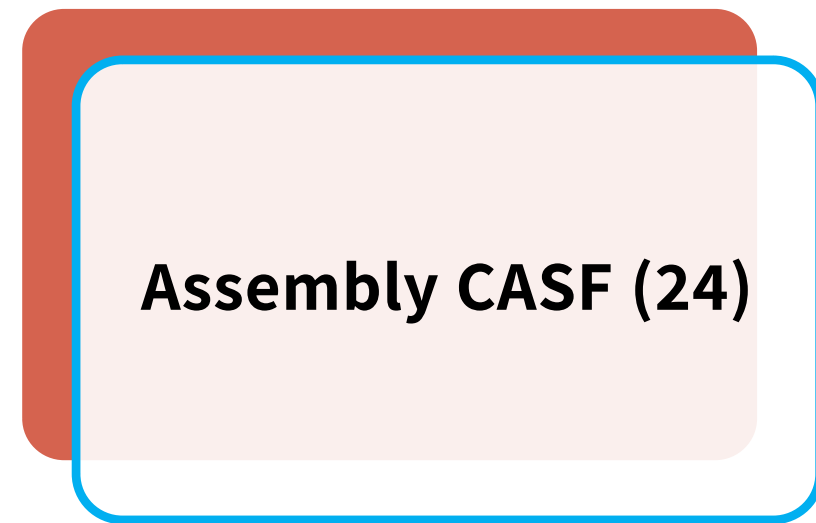


**FISU**  
WORLD  
UNIVERSITY  
CHAMPIONSHIP  
CHEERLEADING

# Organizational structure

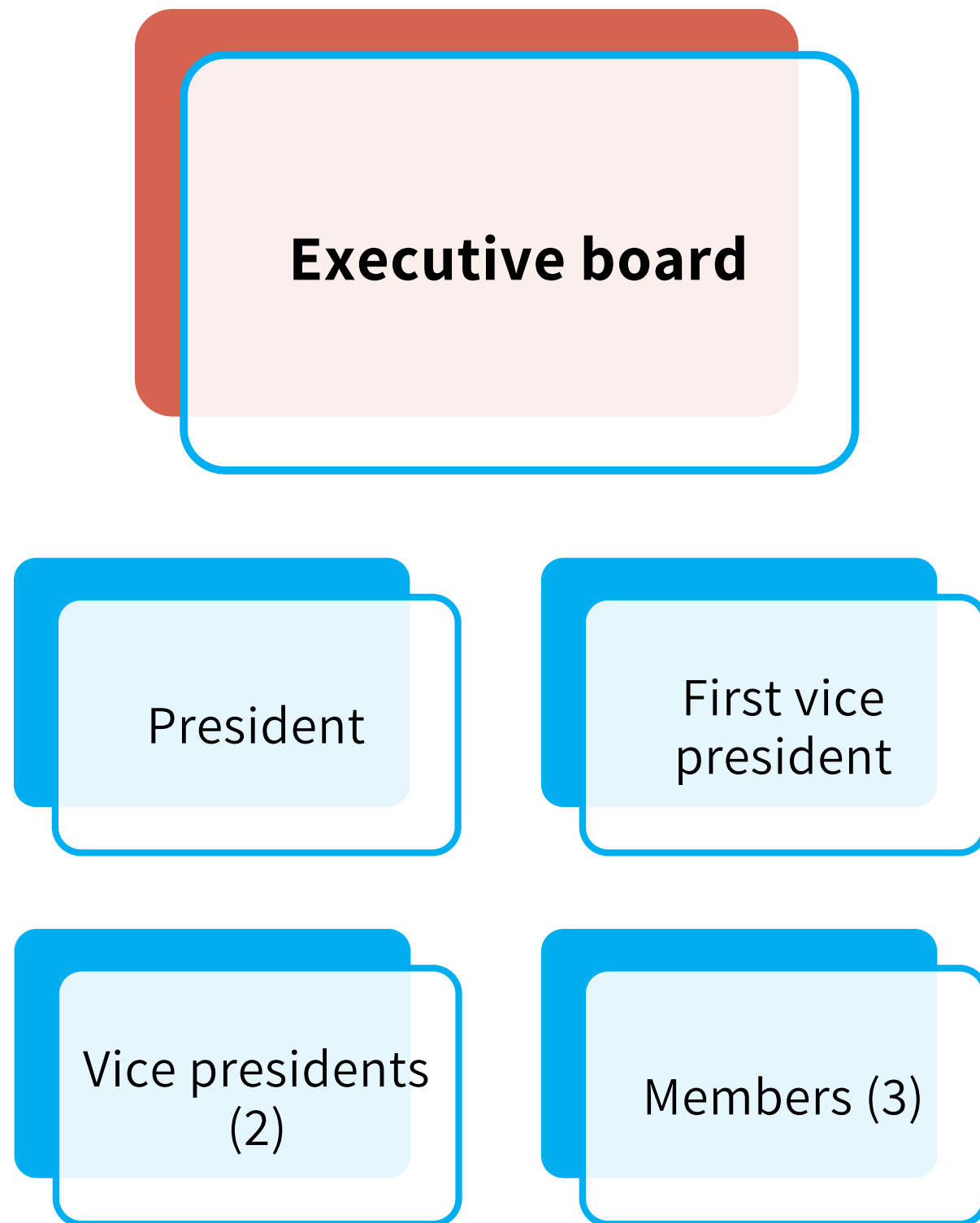


# Assembly



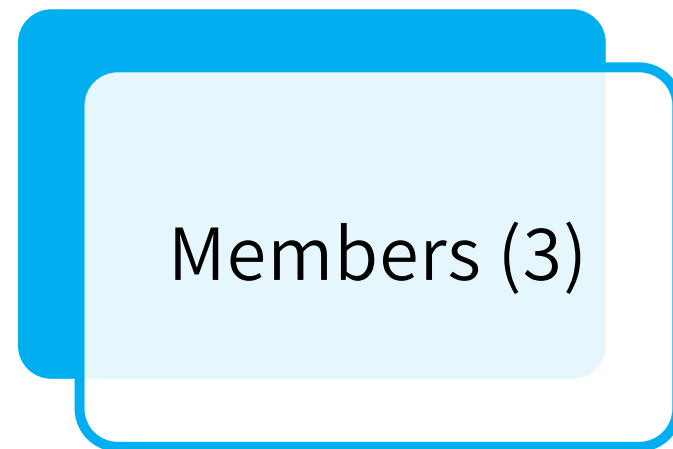
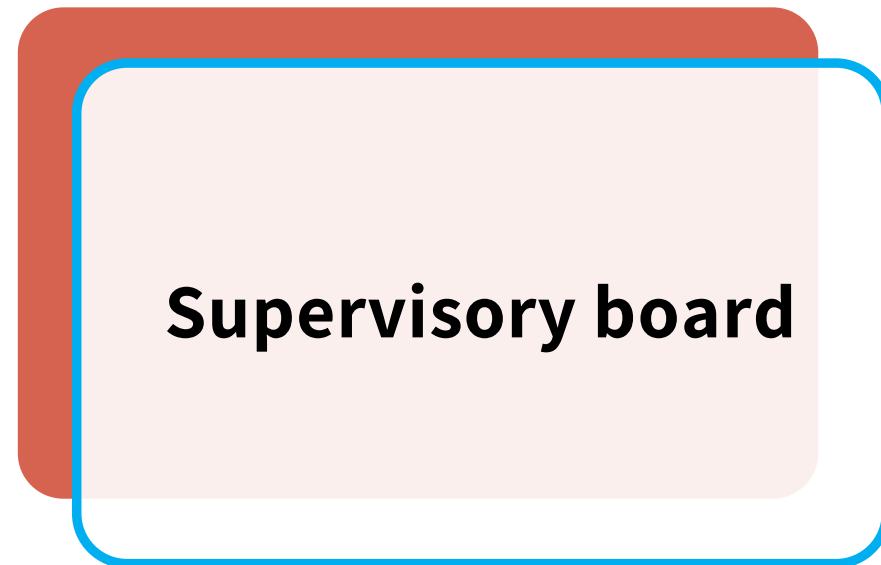
- Highest body that manages the affairs of the alliance
- Adopts the Statute and other acts
- Brings the work plan and program
- Approves the financial plan and the annual financial report
- Decides on changing goals and activities of CASF

# Executive board



- Establishes the proposal of the Statute and other acts
- Appoints and dismisses the Secretary General
- Establishes commissions and appoints and dismisses commission members
- Appoints the coach of the national university sports team
- Decides on the participation of members in international competitions

# Supervisory board



- Monitors and supervises the body's work and material and financial operations
- Determines whether the activities of the Federation are in accordance with the Statute and other Acts of the Federation

# Commissions



## COMMISSIONS

Technical  
commission

Medical  
commission

Student  
commission

Commission for  
Scientific  
Research

Ethics  
commission

Commission for  
awards and  
recognitions

Commission for  
EU projects and  
financing

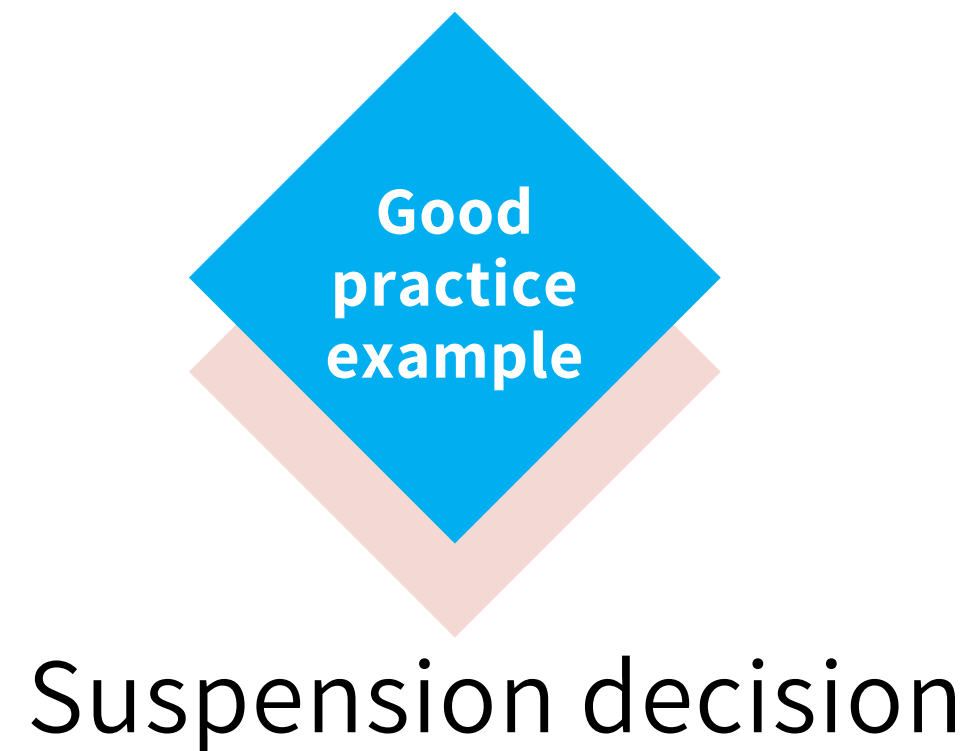
Commission for  
media and  
marketing

Commission for  
Education and  
Dual Careers

Volunteer  
commission

# Documents

- Statute
- Development strategy 2024 – 2028 (**Plan 2028**)
- Work plan of each commission
- Ethical codex of CASF
- EUSA and FISU documents





# Equality policies

## GENDER EQUALITY:

1. Sport competitions in 2 categories, male and female
2. UNISPORT HR: **M > F** / UNISPORT HEALTH: **F > M**
3. Representation of women in CASF – Plan 2028:
  - Goal: ensure equal representation of women and men within the management and working bodies of CASF
  - Key results: ensure 25% of woman in CASF bodies by 2026.

**DISABILITY:** UniSport Stars Award for athlete with disability, credited for contribution to the development of academic sports in Croatia

**RISK GROUPS:** Inclusion of children and youth at risk of social exclusion in the community through sport (tender)

# Policy making



# Decision making process

1. The members have **representatives in the executive bodies** and thereby exercise the right to participate in the decision-making process, express opinions, etc.
2. Direct participation in the work of CASF through the **appointment of members in commissions** (distributed by thematic areas)
3. Through **commissions**

Idea (Office) ➡ Executive board ➡ Exchange of opinion  
➡ Finance and human resources ➡ Voting ➡ Implementation

# Policy making

INTERNAL LEVEL



## Development strategy 2024 – 2028

1. **Working group** for the preparation of the document
2. Evaluation **questionnaire** = initial state
3. Defining short term and long term **goals** through work of working group and **forming it in document**
4. Presenting **Development strategy** at UniSport Forum
5. Discussion, suggestions
6. The assembly and the executive board accepted it as a **strategic document**

# Policy making

## NATIONAL LEVEL

- CASF is involved in the work of bodies at national and local levels
- Representatives in:
  - National sports council
  - Croatian Olympic Committee - commission for dual careers
  - Ministry of Tourism and Sport - committee for sport diplomacy
  - Ministry of Labour, Pension System, Family and Social Policy - committee for volunteers
- 2 thematic sessions in the **Croatian Parliament:**
  - Conclusions – Ministries – Discussion in Parliament – Decision

# Policy making

## INTERNATIONAL LEVEL

CASF is involved in the work of bodies at international level:



Executive board

Education commission

Medical commission

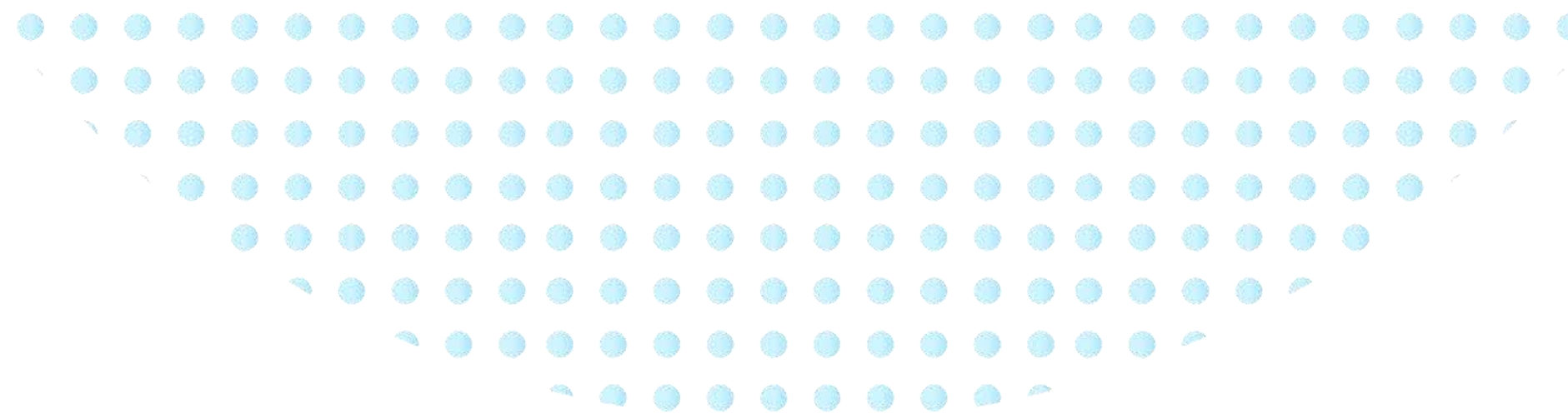
Student commission

Technical commission and  
delegates

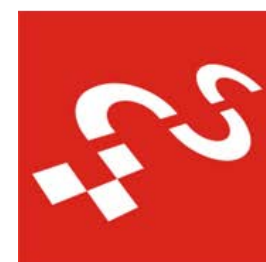


Executive board





# THANK YOU!



Hrvatski akademski  
sportski savez  
Croatian Academic  
Sports Federation



**UNISPORT**  
HRVATSKA



EUROPEAN UNIVERSITY SPORTS ASSOCIATION

# EUROPEAN UNIVERSITY SPORTS ASSOCIATION

April 11, 2024



Co-funded by  
the European Union



# EUSA GOOD GOVERNANCE PRISM & DEVELOPMENT STRATEGY



# EFFECTIVELY, EUSA IS PEOPLE: ELECTED BOARD, AUDITORS, NOMINATED COMMISSIONS, STAFF





# ORGANISATIONS: MEMBERS, ASSOCIATED MEMBERS, PARTNERS



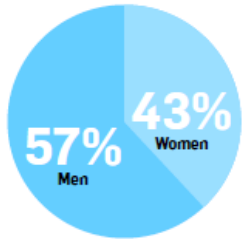
- § 47 FULL MEMBERS: NATIONAL UNIVERSITY SPORTS BODIES
- § 98 ASSOCIATED MEMBERS: UNIVERSITIES
- § 33 PARTNERS

- § DECISION-MAKING
- § DIVERSITY
- § ACCOUNTABILITY

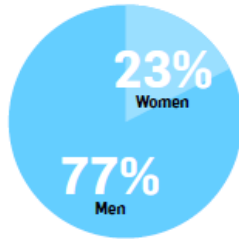


# TARGET POPULATION: STUDENT ATHLETES IN HIGHER EDUCATION

ATHLETES PER GENDER



OFFICIALS PER GENDER



Athletes average age

22.65

§ GENDER BALANCE

§ AVERAGE AGE

§ UNIVERSITIES AND NOT NATIONS

§ STUDENTS WITH DISABILITY (limited op.)



# SPORTS EVENTS



# EUROPEAN UNIVERSITIES GAMES



**LODZ2022**  
EUROPEAN  
UNIVERSITIES  
GAMES  
**EUSA**

**EUG 2022**  
**LODZ (POL)**

**20 SPORTS**

**37 COUNTRIES**

**417 UNIVERSITIES**

**828 UNIVERSITY TEAMS**

**4.459 PARTICIPANTS**



# EUROPEAN UNIVERSITIES GAMES



EUG 2024  
**DEBRECEN-MISKOLC (HUN)**

July 12-24, 2024  
[www.eug202.eu](http://www.eug202.eu)



EUG 2028  
Bidding Procedure ongoing  
Attribution in April 2024



EUG 2026  
**SALERNO (ITA)**  
Attribution Agreement  
Signed in April 2022

# EUROPEAN UNIVERSITIES CHAMPIONSHIPS



## EUC 2022 ROWING - **ISTANBUL (TUR)**

- § 534 Participants
- § 71 Universities
- § 16 Countries



## EUC 2025 Attribution of Championships



## EUC 2023 Convention for Organisers: KRANJSKA GORA (SLO) Championships in 22 sports EUSA Goes Winter: DOLOMITES (ITA)



# EUROPEAN UNIVERSITIES CHAMPIONSHIPS

## EUC 2023

- § 22 SPORTS
- § 5570 PARTICIPANTS
- § 1049 TEAMS
- § 524 UNIVERSITIES
- § 40 COUNTRIES

## EUC 2024-2027

- § 2024: Rowing
- § 2025: Attribution completed
- § 2026: Rowing
- § 2027: Attribution in April 2024



# EUSA MEETINGS



# EUSA GENERAL ASSEMBLY 2021

## GENERAL ASSEMBLY BUDAPEST 2021

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## EUSA-FISU STRATEGIC DIALOGUE

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# EUSA GENERAL ASSEMBLY 2023

## GENERAL ASSEMBLY KUSADASI 2023

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## EUSA-FISU STRATEGIC DIALOGUE

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# EXECUTIVE COMMITTEE MEETINGS

2023

2 LIVE MEETINGS:

§ SPLIT (CRO)

§ KUSADASI (TUR)

ONLINE OR CORRESPONDENCE MEETINGS



2024

2 LIVE MEETINGS:

§ AVEIRO (POR)

§ YEREVAN (ARM)

ONLINE OR CORRESPONDENCE MEETINGS



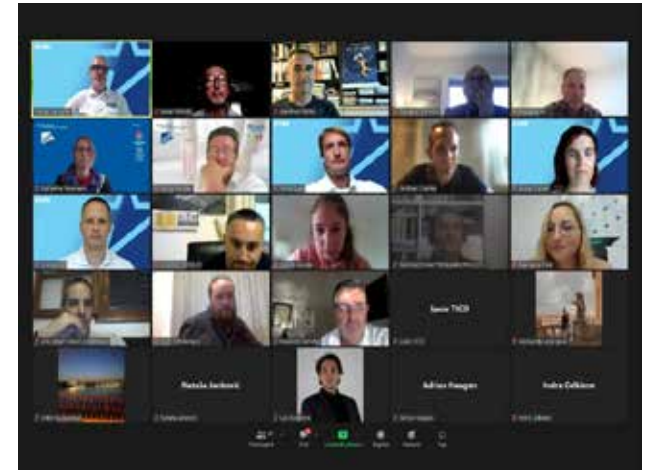
# OTHER INTERNAL MEETINGS

COMMISSION MEETINGS

AUDIT MEETINGS

WORKING MEETINGS

ONLINE MEETINGS WITH NUSA



# EDUCATIONAL EVENTS





# EUSA CONVENTION

## KRANJSKA GORA (SLO), 2022



## BUDAPEST (HUN), 2023



# EUSA CONFERENCE

## EUSA CONFERENCE ON VOLUNTEERING – LODZ (POL) 2022





# EUSA SEMINAR

## EUSA – FISU SEMINAR – VAL DI ZOLDO (ITA) 2023

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# EUSA FORUM

## EUSA FORUM ON SUSTAINABILITY – VAL DI ZOLDO (ITA) 2023

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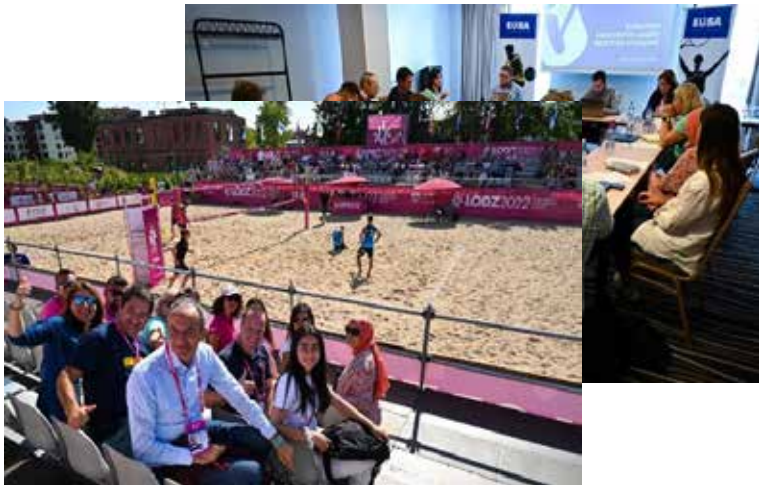




# OTHER EDUCATIONAL ACTIVITIES

2021

- § ONLINE WEBINAR ON GENDER EQUALITY
- § ONLINE ERASMUS+ FUNDING SEMINAR FOR NUSA



2022

- § ONLINE WEBINAR ON EUROPEAN UNIVERSITIES CHAMPIONSHIPS 2023
- § OBSERVER PROGRAM DURING EUSA GAMES IN LODZ

# OTHER EDUCATIONAL ACTIVITIES

2023

- § ONLINE WEBINAR: WOMEN LEADERS AND ROLE MODELS
- § ONLINE WEBINARS ON FUNDING AND EVENTS
- § ONLINE EDUCATION FOR EUC 2023 ORGANISERS



2024

- § ONLINE WEBINARS
- § OBSERVER PROGRAM DURING EUSA GAMES IN DEBRECEN-MISKOLC

# EUSA AWARDS GALA

## 2021



ONLINE EVENT



# EUSA AWARDS GALA

## 2023



KUSADASI (TUR)

# PROJECTS



# EUSA PROJECTS



VOLUNTEER PROGRAMME

INTERNSHIP PROGRAMME

DEVELOPMENT FUND

EUSA EXHIBITION

# PARTNERSHIP PROJECTS

2021



## **ANTI-DOPING**

Match Point

## **DUAL CAREER**

Brand Value Alignment through Dual Career (BRAVA)  
Micro Learning Entrepreneurship for Athletes (MLEA)  
Athletes Friendly Education (AFE)  
Media as a Channel of Athletes' Dual Careers Promotion and Education (EdMedia)  
Education Model for Parents of Athletes in Academics (EMPATIA)

## **EQUAL OPPORTUNITIES**

Inclusion in Sport (iSPORT)  
PROmoting Gender Equality in Sports (PROGRES)  
Gender Equality Toolkit for Generation Z (GETZ)  
Rainbow Youth for Sporting Equality (RYSE)  
Innovating Football Leadership through Practice and Policy (iFLIPP)  
The Queens Rugby7 Festival\* associated

## **SAFE-GUARDING**

Halting Harassment and Abuse in Sports using Learning Technologies (HALT)

## **SKILLS DEVELOPMENT**

(Uni)ted forces to support the education of (Uni)versity sport comm(Uni)ty (UNI4s)  
Promoting Dual Career through Education of Young Journalists (PRODUCE)

## **MOBILITY**

Supporting Mobility and Good Practice Exchange in University Sport (UNISPORT)

## **VOLUNTEERING**

European Universities Games Belgrade (EUG)  
Work for a cause, serve for sport (W4C)  
Be(ach) Volunteer, Be(ach) Fair! (VOLFAIR)

## **SUSTAINABILITY**

Green Sports Hub Europe (GSHE)



# PARTNERSHIP PROJECTS

## DUAL CAREER

Brand Value Alignment through Dual Career (BRAVA)  
Micro Learning Entrepreneurship for Athletes (MLEA)

## EQUAL OPPORTUNITIES

Inclusion in Sport (iSPORT)  
PRoMoting Gender Equality in Sports (PROGRES)  
Innovating Football Leadership through Practice and Policy (iFLIPP)  
The Queens Rugby7 Festival\* associated

## TRAINEESHIP

Erasmus+ Internship (2 projects)

## GOOD GOVERNANCE

Youth Integrity Ambassador Program (YIAP)

## SUSTAINABILITY

Green Sports Hub Europe (GSHE)

## VOLUNTEERING

European Universities Games 2021/22 (EUG)  
Work for a cause, serve for sport (W4C)  
Be(ach) Volunteer, Be(ach) Fair! (VOLFAIR)  
European Solidarity Corps (ESC)

## SKILLS DEVELOPMENT

(Uni)ted forces to support the education of (Uni)versity  
sport comm(Uni)ty (UNI4s)  
Future volunteers - Key to success is Generation Z  
(K2S-GenZ)

# 2022



# PARTNERSHIP PROJECTS

2023/  
2024



## Dual Career

Brand Value Alignment through Dual Career (BRAVA)  
Micro Learning Entrepreneurship for Athletes (MLEA)

## Equal Opportunities

Inclusion in Sport (iSPORT)  
Innovating Football Leadership through Practice and Policy (iFLIPP)

## Skills Development

(Uni)ted forces to support the education of (Uni)versity sport comm(Uni)ty (UNI4s)  
Future volunteers - Key to success is Generation Z (K2S-GenZ)  
Erasmus+ Youth Mobility

## Good Governance

Enhancing sport organisations and management (ESOM)  
Youth Integrity Ambassador Program (YIAP)  
Discovering university sport and supporting dual career (DiscoverU)

## Safeguarding and Mental Health

Youth Individual Sports Mindset (YouMind)

## Sustainability

Green Sports Hub Europe (GSHE)

## Volunteering

European Solidarity Corps (ESC)

## Traineeship

Erasmus+ Internships

## Mobility

Erasmus+ Youth Mobility & Mobility of Youth Workers

## Healthy Lifestyle

Healthy Lifestyle For All  
European Week of Winter Sport (EWWS)





# PARTNERSHIP PROJECTS OPEN TO CONTRIBUTION

2024



Enhancing sport organisations and management  
(ESOM)

<https://esom.eusa.eu>

Discovering university sport and supporting dual career  
(DiscoverU)

<https://discoveru.eusa.eu>

Youth Individual Sports Mindset  
(YouMind)

<https://youmind.eusa.eu>

European Week of Winter Sport  
(EWWS)

SHARE 2.0: EU funding, health, innovation & sustainability  
<https://sport.ec.europa.eu/initiatives/share-20>



# JOINT PROJECT WITH FISU

INTERNATIONAL DAY OF  
UNIVERSITY SPORT

FISU WORLD UNIVERSITY CUP  
3X3 BASKETBALL

FISU WORLD UNIVERSITY CUP  
FOOTBALL



3x3 Basketball



Football

# COOPERATION



MEMBER ASSOCIATIONS

ASSOCIATED MEMBERS

FISU AND CONTINENTAL  
FEDERATIONS

EUROPEAN COMMISSION

COUNCIL OF EUROPE / EPAS

OTHER PARTNER  
ORGANISATIONS

# INTERNAL REGULATIONS AND DIRECTION

EUSA Statutes

EUSA Internal Regulations

EUSA Rules and Regulations

EUSA Minimum Organisational Requirements

EUSA Incident Policy

EUSA Strategy



# COMMUNICATION

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INTERNAL NEWS

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EUSA MONTHLY NEWSLETTERS

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EUSA YEAR MAGAZINE

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DIRECT COMMUNICATION

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## Volunteering opportunities with EUSA in 2024

European University Sports Association and the EUSA Institute are announcing the volunteering opportunities for 2024, with long-term (1 year) volunteering position in the EUSA Office, and short-term volunteering positions during the European Universities Games in Debrecen-Miskolc in July, 2024.

We are announcing the call and March 10th as the deadline for application for the next round of volunteering projects under European Solidarity Corps - ESC (successor of European Voluntary Service - EVS) within our organisation. The foreseen service in EUSA for this call is one year with the next available term being from 1st of September 2024 until 31 of August 2025. Support of volunteering in the EU has a long tradition, as representing the service that provides young Europeans with the unique chance to express their personal commitment through unpaid and full-time voluntary activities. In this way, it aims to develop solidarity, mutual understanding, and tolerance among young people, thus contributing to reinforcing social cohesion in the European Union and to promoting young people's active citizenship. The European Solidarity Corps brings together young people to build a more inclusive society, supporting vulnerable people and responding to societal challenges. This opportunity is opened to young people, especially university students and graduates aged 18-30, interested in sport or





[www.eusa.eu](http://www.eusa.eu)



My EUSA app



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