

## MELBOURNE UNIVERSITY SPORT BOARD

### STRATEGIC PLANNING MEETING 4/2011 – 13 October 2011

The Minutes of meeting 4/2011 of the Melbourne University Sport Board Strategic Planning meeting held on Thursday, 13 October 2011 at 9.00am in the Heritage Room, University College.

#### PRESENT:

Mr Geoff Rees (Chair)  
Professor Mark Hargreaves  
Mr John Dewar (Provost)  
Mr James Sutherland  
Professor Margaret Abernethy  
Ms Marieke Guehrer

#### IN ATTENDANCE:

Mr Tim Lee (Director)  
Ms Joy Villalino  
Mr Alex Affleck  
Mr Rod Warnecke  
Mrs Julie Caundle

#### APOLOGIES:

Dr Lynne Williams  
Mr Mitch Anderson

## 1. WELCOME, APOLOGIES AND INTRODUCTION

### 1.1 Welcome

The Chair welcomed Board members to the meeting.

### 1.2 Apologies

The Chair accepted the apologies.

### 1.3 Minutes from previous meeting

Previous minutes were passed as a true and accurate record.

### 1.4 Confirmation of Circular Resolutions

The South Hub fitness centre business plan and agreement with MBS was approved by circular motion on 13 October 2011.

### 1.5 Business Arising/Action Item Updates

#### 1.5.1 Contact Details

The Board agreed to discuss the staggering of expiration dates of Board members at its' December meeting.

## 2. MATTERS FOR DECISION

### 2.1 2012 Budget

It was noted that the 2012 Budget distributed to the Board is not accurate as the revenue line will change due to the return of the Student Services and Amenities Fee (SSAF).

Financial statements would still be submitted to the University's Finance Committee in November whilst the decision on the SSAF is confirmed.

### 3. STRATEGIC DISCUSSION

The Board at the December 2010 meeting agreed that two meetings each year (July and October) will be set aside to focus on strategic issues impacting on sport at the University. Regular meeting business has been deferred to allow time for the following strategic discussion.

#### 3.1 The Case for Sport

The Director presented the strategy for building a case for sport with the return of the Student Services & Amenities Fee (SSAF).

The Student Services and Amenities Fees Bill will amend the *Higher Education Support Act 2003* to allow higher education providers to charge a compulsory student services and amenities fee. The fee will be capped at \$250 per student per annum (indexed to \$254 in 2011, and thereafter indexed annually). To provide support for student services such as health, sport, recreation, childcare and clubs and societies. The predicted income for 2012 will be around \$12m with the likely distribution to be 50% to Student Organisations (MUSUL, UMSU, MUPA) and 50% to Sport (\$1.2m current), Child Care (\$150k) and other allowable services.

The Provost noted that the proposal will go to the December meeting of Council for distribution of the fees. There will be consultation with members of Council and student organisations. Marieke Guehrer raised the issue of students paying a student fee and purchasing a membership and paying user fees.

The following tasks were identified to ensure appropriate allocation for Sport;

1. Determine strategy – The Case for Sport
2. Address capital issues
  - Amortization or depreciation of new buildings.
  - Maintenance buildings and grounds.
3. Confirm allocation, consult with stakeholders, determine priorities and redraft 2012 Budget.

The Director presented a preliminary benchmarking comparison table for the Go8 which included No. of students, Sport staff, Total Revenue, University Contribution, Maintenance and grounds, Depreciation (building), On costs (cleaning and utilities), Facility Development last 20 years, Elite athlete support, Sport Club support and % of proposed fee.

The Chair asked that a breakdown of total revenue be included in the table. He also noted that he would obtain further information from Queensland University. James Sutherland suggested that the benchmarking should also include balance sheets, assets etc. James suggested that he was prepared to meet with the Director to discuss and expand the document.

Margaret Abernethy queried the performance of the fitness centre against possible efficiencies from an external provider. The Director reported that studies had been undertaken at both UNSW and Monash to test in-house operations against external providers. The Director suggested that he would undertake a similar exercise and report back to the Board.

The changes to the University Sport sector since 2005 were also discussed and the following were identified;

- Greater commercialisation
- Advancement
- Value add from sport (staff and community programs)
- Student recruitment
- Increased local and international competition

The Board discussed the key messages in building a case for sport. Reference was made to AUS – ‘Building a case for University Sport’ document distributed to the Board previously. The following issues were highlighted in the paper:

- Link between physical fitness and academic performance
- International competitiveness
- The Future of Sport in Australia
  - Retaining Australia’s brightest and best.
  - Dual careers
- Link between Sport and benefaction

Margaret Abernethy suggested identifying ways in which sport could bring International students together with other students. Rod Warnecke made mention of the \$75,000 in funding from the Provosts Office for the Equity Innovative Grants for the Elite Student Athlete Program for Schools. Joy Villalino suggested looking at ways to bring students together from different faculties.

The Director outlined the following questions, tasks and opportunities:

- What are key messages for Sport at the University of Melbourne?
- Who are the key decision makers?
- Identify key supporters.
- Identify decision making process (FBC and Council) and timeline including critical milestones.
- Strategic Budget – what is the cost (10 year plan) of achieving the strategic objectives?
  - Determine cost of strategic opportunities (\$3m approx)
  - Direct University funding for select programmes
    - High Performance (uni leagues, athlete support)
    - Community sport and staff programmes
  - Increase University sport capital budget (\$1m per annum)
  - Advancement activities and other external income opportunities
- Reduction in income from
  - Memberships
  - Facility usage
  - Club and individual hire fees
- Projects still ongoing that will impact on strategy and budget
  - Sport and Clubs Select Committee
  - Sport Capital Improvement Plan

Alex Affleck suggested there could be pressure to decrease Fitness membership fees as they were increased due to VSU.

Actions agreed:

1. Strategic plan confirmed and endorsed
2. Garner board member, senior management and stakeholder support.

**4. FACILITIES PRESENTATION**

James Sutherland presented a slide show to the Board from his visit to Stanford University for an executive training course. James highlighted the range and quality of sporting facilities at Stanford and the focus on recognising benefactors prominently on buildings and grounds.

**5. MEETING FINALISATION**

**5.1 Meeting closed**

The meeting closed at 11:00am

Signed by the Chair as a true and accurate record:

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**Mr Geoff Rees**

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**Date**