

**Association for Tertiary Education Management Inc.**

**Minutes of the ATEM Council** meeting held on Saturday 5 May, 2001, from 10.00 am to 5.10 pm in Board Room 2, Wentworth Avenue Travelodge, 27 – 33 Wentworth Avenue, Darlinghurst NSW.

**ATTENDEES:**

*Executive:*

Warwick Nicoll, President  
Maree Conway, Vice-President  
Tom Gregg, Vice-President  
Margie Cole, Association Secretary  
Lorraine Perry, Councillor at Large  
Pat Allen, Councillor at Large

*Branch Presidents:*

Alan Tilley, New South Wales  
Annabel Tyson, Tasmania  
Chris Jeffery, Western Australia  
Ion Wallace, South Australia  
Stephen Langley, Canberra (vice Jenny Coggins)  
Lorraine Parker, New Zealand  
Paul Abernethy, Queensland  
Sue Gould, Victoria  
Viv Topham, Northern Territory (vice Margie Cole)

*In Attendance:*

Giles Pickford and Peter Scardoni, Association Secretariat  
Dr Joseph Voros (for item 14)

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### **1. President's Welcome and Apologies**

The President welcomed all members, especially Pat Allen and Steve Langley who were attending their first Council meeting.

The Meeting noted with regret that Richard Easter had tendered his resignation from the Council and the Foundation Board. The Council accepted the resignations with great reluctance and resolved to record its appreciation for the significant contribution that Richard had made to the development of ATEM over many years. It wished him well in the troubled times he is facing at the moment and hoped for an eventual return to his involvement in ATEM.

### **RESOLVED C01/01**

That Council Members endeavour to find a replacement for Richard Easter amongst suitably qualified people in the Branches.

### **2. Minutes**

The following minutes were considered.

Council Meeting 24 September 2000  
Annual General Meeting of 26 September 2000  
Executive Teleconference 14 February 2001

### **RESOLVED C01/02**

That the minutes of the Council Meeting of 24 September 2000 and the Executive Teleconference of 14 February 2001 be confirmed.

### **3. Action Sheet**

The consolidated action sheet was discussed.

### **RESOLVED C01/03**

That the item requiring a register of resolutions be deleted from the list. A register of such resolutions exists on paper prior to 1999 and all minutes since then have been posted on the web.

### **4. Annual Conference 2001**

Acting BP Steve Langley tabled a report on the 2001 Annual Conference in Canberra, including program, budget and sponsorships. It was noted that there

were not many papers yet on offer, with gaps particularly noticeable in student administration, on-line enrolments, human resources, financial management, research management, development and fundraising, and facilities management.

Acting BP Steve Langley stated that \$125,000 was needed in sponsorships and trade displays in order for the Conference to break even.

#### **RESOLVED C01/04**

That Branch Presidents take steps to encourage members to offer papers at the Canberra Conference.

#### **5. Conferences 2002 and 2003**

BP Paul Abernethy and BP Ion Wallace reported verbally on progress towards the 2002 and 2003 Annual Conferences respectively. The dates for both are fall at the end of September in both years.

#### **RESOLVED C01/05**

That progress be noted and that the dates be sent to the Secretariat for publication on the web.

#### **6. ATEM Foundation**

The Minutes of the ATEM Foundation Board Meeting, held on the previous day, were tabled. Discussion focussed on the need to replace Richard Easter on the Board, on the prospective partners, and on the need to up-grade the web site. The President was requested to take comments back to the Foundation Board and Branch Presidents were requested to collate lists of consistently interested sponsors at the Annual Conference, for use by the Board. It was noted that the election of a Chair of the ATEM Foundation Board would be held after the main approaches to industry had been made, and that there would be a need to hold a Cocktail Party for Foundation Partners as part of the Canberra Conference, provided that enough progress had been made by then.

#### **7. Membership Campaign 2001**

Council considered a report from the Secretariat on the 2001 Membership campaign. Council's contribution to the campaign had been the 10,000 copies of the membership brochure produced at a cost of \$0.50 each, and employment of an ATEM Ghost, Trish Burgess, to assist in the remarkably successful Corporate Membership campaign which is run by the Secretariat. The Secretariat also assists Branches when requested in their own membership campaigns.

It was noted that individual membership numbers had not yet recovered from the cull of 900 unfinancial members late in 2000. The total membership is still short of the 2000 figure. Conversely, Corporate Membership had increased from 115

individual nominees in 2000 to 245 in 2001. Overall membership, including short term unfinancails, fell from 2038 in May 2000 to 1519 in May 2001. Branch by Branch, South Australia appeared to be doing the best, and an encouraging recovery in NSW was also noted.

## **8 Association Treasurer's Report**

In the absence of the Treasurer, the President and Assistant Treasurer Peter Scardoni present the report on our financial situation, as follows.

### **(a) Wrap up of Conference 2000 Accounts**

The President stated that he had received word that the 2000 Conference Accounts were still with the Auditor. BP Sue Gould stated that it is likely that in the end there will be a surplus of \$56,733: with \$38,690 going to ATEM and \$18,043 going to AAPPA according to the current formula. The cost of funding the 'free' corporate member registrations would fall entirely on Council leading to all of its share of the surplus going back to the Conference Organising Committee, and leaving no income available against the income projected in the 2001 Council budget.

### **RESOLVED C01/06**

- (a) That Corporate Members eligible to attend the Annual Conference return to the previous arrangement, that is one of the five corporate nominees would be accepted for fee free registration in 2001.
- (b) That the Canberra Organising Committee include this provision in its Registration Form and monitor registrations by Corporate Members accordingly.

### **(b) 2001 Composite Budget**

The impact on the budget of the fall in membership, and the loss of the Conference surplus, and the lack of sponsorships was discussed. Council noted that it needed a thorough analysis of the financial situation including:

- (c) A cash flow analysis of Council's financial position
- (d) A calculation of the actual cost of providing an individual membership (based on 1,500 and 2000 memberships)
- (e) A calculation of the actual cost of providing a corporate membership (based on 50 and 100 corporate memberships)
- (f) An analysis of where the funds are lying within ATEM at the moment, and a plan whereby inter-ATEM loans might be made to assist Council to overcome short term cash flow problems.

Loans would only be feasible if a business plan on how such loans could be repaid was acceptable to the creditor within ATEM. In the absence of inter-ATEM loans, some parts of Council's programs may not survive into 2002.

It was noted that the consolidated funds of the association as at 31 December 1999 were \$330,069.

**RESOLVED C01/07**

That the Executive Committee consider the above matters and report to the September Council Meeting.

**(c) Progress on Finance Manual**

The following sections of the Finance Manual are nearing completion, with the whole document likely to be posted on the web before the 2001 Conference.

- 1 Chapter 4 Budget Principles – include a section on budget planning
- 2 Chapter ? GST – include a section covering NZ requirements
- 3 Include a Chapter on Delegations of Authority across the entire Association.

**8.4 Sponsorships**

The matter of sponsorships is very difficult in the present climate and is overlapped by work on the Foundation. There was no progress to report.

**RESOLVED C01/08**

That the Treasurer's Report be accepted; that the payments schedule be endorsed; and the fees collection schedule be endorsed.

**9. Association Secretary's Report**

**9.1 Mock Election Report**

Council noted that the electronic voting system had been tested and the bugs eliminated. It is now ready for the June Elections.

**9.2 Elections 2001, Appointment of Returning Officer**

**RESOLVED C01/09**

That Peter Scardoni be appointed Returning Officer for 2001.

**9.3 Revision of Conference Manual**

Council noted that consultations with AAPPa were currently in progress and that therefore the Conference Manual was not yet ready.

Council readily agreed that the relationship with AAPPa should be woven more clearly into the Manual.

There was a lengthy discussion about a proposed review of the formula for distributing the surplus. Council was of the view that the AAPPa proposal was not workable in that, if the two organisations were in competition to see which could attract the most sponsorships, a conflict would develop over which organisation approached which sponsor.

### **RESOLVED C01/10**

That the Executive Committee continue negotiations, but inform AAPPA of Council's reservations concerning the current proposed revision of the formula for distributing the surplus.

### **RESOLVED C01/11**

That the Association Secretary's Report be endorsed.

## **10. Vice-President Maree Conway's Report**

### **10.1 Review of Criteria for Awards**

Council endorsed the idea that the criteria for ATEM Grants and Scholarships be more clearly differentiated from ATEM Awards, with the former focussing on knowledge creation and the latter on professional excellence.

### **10.2 CPEP Progress Report**

Council considered a review of the development of the Continuing Professional Education Program since September 1999, including:

- Revisiting the rationale for a CPEP
- The need for a clear policy involving members and their institutions in joint responsibility for implementation
- The inappropriateness of a set uniform entry level
- The need for sector wide management standards or competencies
- Operation and Structure of CPEP
- Outcomes
- Credit of CPEP courses towards Award Programs
- Likely benefits for ATEM members, their Institutions, and the profession as a whole
- Relationships between CPEP and Branch Programs

### **RESOLVED C01/12**

- To endorse in principle the policy statement on professional development;
- To consult with the Branches, and selected members about the statement and the proposed CPEP, and report back to the September Council 2001.

### **10.3 Good Practices Guide**

VP Maree Conway reported that sales at Conference 2000 of the Good Practices Guide, purchased from AUA under a joint agreement, had raised \$240.

### **RESOLVED C01/13**

- (a) That the Secretariat send order forms to Branches in an attempt to clear current stock at a price of \$5 each;

(b) That provision of the Guides free to members be factored in as an option in the financial analysis mooted in 8.2 above.

#### **10.4 Journal Report**

Council noted that the new Editors of the Journal had settled in well and that work was proceeding satisfactorily.

#### **10.5 Submission to the Australian Senate**

Council noted that ATEM's submission to the Australian Senate had been submitted and was posted on the web.

#### **10.6 Marketing Plan**

Council noted a proposal from Jan MacAdam, who is engaged in producing ATEM's Marketing Plan, that ATEM might develop a partnership with Skillpath Seminars in its professional development programs.

#### **RESOLVED C01/14**

That a relationship in professional development with Skillpath Seminars be referred to Branches for consideration and report back to Council in September 2001.

#### **RESOLVED C01/15**

That VP Maree Conway's report be endorsed.

### **11. Vice-President Tom Gregg's Report**

#### **11.1 Guidelines on Chapters**

A draft Guideline on the formation and management of Chapters was discussed and a number of amendments suggested.

#### **RESOLVED C01/16**

That the Executive Committee revise the Guideline accordingly and post it on the web when ready.

#### **11.2 Progress with Fiji Chapter**

VP Tom Gregg reported that around 50 prospective members were in the process of forming the Fiji Chapter.

#### **RESOLVED C01/17**

That the proposed Constitution of the Fiji Chapter be revised along the lines agreed to in 11.1 above.

#### **11.3 International Affiliates**

VP Tom Gregg reported that affiliation with AACRAO had been accomplished. The Council also heard interesting reports from Dr Sue Gould, who had just returned from the AACRAO Conference in Seattle, and from Alan Tilley who had

attended the AUA Conference in England. Tom Gregg is attending the AAUA Conference in the US later in the year.

**RESOLVED C01/18**

That VP Tom Greg's report be endorsed.

**12. Members' Forum**

The two Councillors at Large have presented a report on their research into the Members Forum and its future directions.

**RESOLVED C01/19**

That the report on the Members Forum be endorsed.

**13. Foresight Project**

Dr Joseph Voros of the Foresight and Planning Unit, Swinburne University of Technology, conducted an interesting two-hour session on Foresight for the ATEM Council. Preliminary reading for the session was a paper given by Maree Conway at the 2000 Conference in Melbourne on how the foresight program was being implemented at Swinburne University of Technology.

Council did not have time to consider how the techniques, which had been developed at Swinburne, could be applied to ATEM. One problem is that the process involves regular meetings between the chosen group, which is relatively easy on campus, but difficult for an international organisation.

No resolution was reached, but the matter will be listed for further discussion by the Executive Committee.

**14. Strategic Plan**

A new draft Strategic Plan, prepared by VP Maree Conway, was discussed. Members were enthusiastic about the draft plan, which is elegantly written and expresses our mission very well.

**RESOLVED C01/20**

That the new draft plan be posted on the web and that Branches and individual members be asked for comment before the September Meeting of Council.

**15. Reports From Branches**

Reports were given by all Branch Presidents, with some of them also giving written reports. Council noted that written reports are needed by the Association Secretary for publication in *ATEM Matters*.

## **16. Next Meeting**

### **RESOLVED C01/21**

That the next meeting be held on Sunday 7 October 2001 in The Fellows Room, University House. The meeting will have an opportunity to inspect the ATEM Secretariat's Office.

## **17. Closure**

The meeting closed at 5.10 pm.

*GP 9/4/01*

**Attachment A**

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## **CONSOLIDATED ACTION SHEET**

Items yet to be completed are in plain type. *Completed items are italicised.* If a Council Member has completed an action listed below, he or she should inform the Secretariat.

### **All Council Members**

Take care to avoid changing flight details for discounted early bookings.

### **All Branch Presidents**

That All Council Members endeavour to find a replacement for Richard Easter amongst suitably qualified people in the Branches. C01/01

That Branch Presidents take steps to encourage members to offer papers at the Canberra Conference. C01/02

The BP Paul Abernethy and BP Ion Wallace send the dates for their Conferences to the Secretariat. C01/04

That all Branch Presidents send to the Secretariat as a matter of urgency names of sponsors, and the main contact person, for firms that have consistently shown strong support for the Annual Conference so that they can be approached concerning the ATEM Foundation. Item 6, May 2001.

That BP Jenny Coggins ensure that the Registration Form for the Annual Conference makes it clear that only one of the five nominees chosen by an institution to have Corporate Membership is eligible for free registration. BP Paul Abernethy and BP Ion Wallace to follow suit. C01/06

That all Branches consider the idea, raised by Jan McAdam, of developing a relationship with Skillpath Seminars in their professional development programs.

Provide feedback to the Secretariat on the new Strategic Plan. C01/20

**President: Warwick Nicoll**

That the Executive Committee consider cash flow analysis, cost of providing and individual membership, cost of providing corporate memberships, location of where funds are lying in ATEM, cost of giving away the Good Practice Guides free to members: and report to the September meeting of Council. (Secretariat to produce first draft). C01/07

Continue negotiations with AAPPa re the revisions to the Conference Manual. Item 9.3, May 2001.

**Association Secretary: Margie Cole**

Re-draft the New Guidelines concerning Conferences for Posting on the Web, after the President completes negotiations with AAPPa re the Formula. C00/18 and item 8.3, May 2001.

**VP Maree Conway**

Review criteria for awards and grants. Item 10.1, May 2001.

Take all steps towards implementing CPEP. C01/12.

**VP Tom Gregg**

Make the amendments to the Guideline on Chapters and send it to the Secretariat for consideration by the Executive. C01/16

Make similar amendments to the Constitution of the Fiji Chapter. C01/17

**Councillor @ Large Lorraine Perry**

Send electronic copies of the Plenary Sessions to the Secretariat to implement the 2000 Conference Follow Up Plan.

**Councillors @ Large Lorraine Perry and Pat Allen**

Implement the operational structure for the 2001 Members Forum. C01/19

**Association Secretariat: Giles Pickford and Peter Scardoni**

That the Executive Committee consider cash flow analysis, cost of providing and individual membership, cost of providing corporate memberships, location of where funds are lying in ATEM, cost of giving away the Good Practice Guides free to members: and report to the September meeting of Council. (Secretariat to produce first draft). C01/07

Complete Finance Manual and post it on the web before the September Conference. Item 8.3, May 2001.

Peter Scardoni to run the June Elections as Returning Officer. C01/09

Secretariat to send order forms to Branches for purchase of the AUA Good Practice Guides in order to clear the back log.

Post the new Strategic Plan on the web and call for feedback from members and Branches. C01/20