

**Association for Tertiary Education Management Inc.**  
ABN 72 682 233 729

**UNCONFIRMED COUNCIL MINUTES**

Minutes of a meeting of the ATEM Council held on Saturday 22 May 2004 from 10.00 am to 4.00 pm at the Wentworth Street Travelodge, Darlinghurst, Sydney.

**PRESENT:**

Tom Gregg	ATEM President
Chris Jeffery	Vice-President and President WA Branch
Richard Easther	Vice-President
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Toni Hodge	Councillor at Large
Ion Wallace	Councillor at Large
Steve Langley	A/President ACT Branch
Kay Hemsall	President NSW Branch
Viv Topham	A/President NT Branch
Ginny Ferguson	President NZ Branch
Roger Byrom	President Queensland Branch
Lucy Schulz	President SA Branch
Richard Easther	President Tasmanian Branch
Gerard Toohey	President Victorian Branch

**IN ATTENDANCE**

Linda McLain	Chair, Professional Education and Training Group
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

**1 Welcome and Apologies**

The President welcomed Lucy Schulz, President of the South Australian Branch, to her first meeting. He also welcomed back Steve Langley (Acting President ACT Branch) and Viv Topham (Acting President NT Branch).

**2 Starring of Items**

All unstarred items were received, endorsed, approved or noted as shown in the Minutes below.

**3 Minutes**

**RESOLLVED 1/04**

That the Minutes of the Council Meeting held on Sunday 28 September 2003 in the Hilton Hotel, Adelaide be confirmed.

Council noted that the following flying minutes had been resolved since the last meeting:

3.1 The Flying Minute on Council Standing Orders was adopted by Council Flying Minute 03/38 in November 2003.

- 3.2 The Flying Minutes on Membership Matters was adopted by Council Flying Minute 03/39 in October 2003.
- 3.3 The Flying Minute on the dates of the 2006 TEM Conference was adopted by Council Flying Minute 03/40 in November 2003.
- 3.4 The Flying Minute on approving Changes to the ATEM Constitutions was adopted by Council Flying Minute 03/41 in November 2003.

#### **4 Business Arising from Council Minutes**

Council went through the ATEM Action Sheet and discussed those items which were overdue. A new Action Sheet recording business arising is attached.

#### **5 Business Referred by the Executive Committee**

##### **5.1 Report on the meeting with the AVCC**

The President reported on a meeting held the previous day with John Mullarvey and Susan Scott of the AVCC. Council was very pleased with the outcomes, and saw the meeting as being a watershed in the development of ATEM.

##### **RESOLVED 2/04**

That the President, VP Chris Jeffery and Linda McLain, Chair of PETF work closely with John Mullarvey and Susan Scott on the development of collaborative projects in the field of professional education and training.

##### **5.2 Strategic Plan**

##### **RESOLVED 3/04**

That the revised Strategic Plan, prepared by the Executive Committee be approved and posted on the web site.

##### **5.3 Referendum to Change the ATEM Constitutions**

Council noted that the members had passed the changes to the Constitutions of ATEM, and ATEM NZ, and that they had been posted on the web site, and that they would come into effect at the 2004 round of Branch and Association AGM's.

##### **5.4 Membership Matters**

###### **5.4.1 Membership Statistics and Corporate Members**

Council discussed the results of the Census of 30 April. In discussing the large number of unfinancials, the following explanations were noted:

- (a) In the case of New Zealand, because it had adopted a single renewal date of 1 May (the day after the Census), almost all of the unfinancials should be expected to renew within the next 90 days.
- (b) The Queensland Branch needed to concentrate on a membership renewal and retention campaign.
- (c) Non-renewing members are kept on the database for three years before being deleted. These members are not able to log on to 'Members Only', they do not get the Journal, nor any discounts, nor any mass e-mails. However, they are kept on the database as it makes it easier to re-instate them later, which is something that happens quite often.

Council noted that falling membership levels would lead to larger deficits in the Council Budget (which is based on the membership fee), while leaving the Branch budgets largely unaffected, as these are based on more on the profits from PET courses than on the membership fee itself.

Council went on to discuss the Corporate Member campaign and noted that it had been a great success. The level of involvement of Corporate Members in ATEM projects was patchy, with some being much more supportive than others. It was agreed that this issue might disappear over time as more and more senior staff began to appreciate the services offered by ATEM to its members.

In conclusion, the President congratulated the New South Wales and South Australian Branches for having the best improvements in membership as listed in the 2004 Census.

#### **5.4.2 Membership Coordinators**

Council discussed the implementation of the Membership Coordinators concept and its progress to date. It noted that a template Brief had been circulated to Branches in mid-February by the Secretariat. Council noted that the Victorian, New South Wales and Northern Territory Branches had forwarded copies of their versions of the Brief to the Secretariat. Other Branches were reminded to do likewise.

The question of targets was discussed. Council agreed that whether or not targets were mentioned in the Briefs used by Branches, it was essential to have them, so that progress could be monitored. The concept of a Brief that was more long-lasting and clear targets as an appendix that could be changed annually was agreed and adopted as the way forward.

Notice was given that a report on progress against targets will be needed from each Branch by the time of the September meeting.

#### **5.4.3 Differential Fee for Membership Categories**

Council noted that the Treasurers' Teleconference had recommended that for the category of Student Member the fee be set at half the amount of the full fee. For other categories the Treasurers recommend that the flat fee remain until a time when 'when ATEM's brand recognition had improved and some progress was being made against the targets in the strategic plan' after which the matter could be reviewed.'

Council decided that, largely as a result of the new initiatives with the AVCC and the other changes now made, the question of 'brand recognition' was now resolved and that differential fees should be introduced.

#### **RESOLVED 4/04**

That a sub-committee comprising VP Richard Easter, Association Treasurer Neil Voyce and Peter Scardoni prepare a report on differential fees, that it be reviewed by the Treasurers' Teleconference, and then submitted to Council for adoption at the September meeting in the context of the Budget process.

#### **5.4.4 Implementing the Membership Categories**

Council discussed a report from VP Chris Jeffery and Linda McLain on implementation of the membership categories.

It was agreed that the CPD log book should be added to the membership database so that each member could store their CPD hours in a form accessible by the Awards and Grants Committee.

It was agreed that, to overcome the initial rush of applications for a membership up-grade, it might be necessary for the Awards and Grants Committee to refer applications to Branches for assessment.

**RESOLVED 5/04**

(a) That Linda McLain and Chris Jeffery be congratulated on their submission, and that the following criteria for the membership levels be adopted:

	<b>MINIMUM QUALIFICATIONS</b>	<b>WORK EXPERIENCE</b>	<b>EVIDENCE</b>	<b>CPD REQUIREMENTS</b>
<b>STUDENT MEMBER</b>	Not applicable	Not applicable	Full-time enrolment confirmation	Not applicable
<b>MEMBER (MATEM)</b>	Not applicable	Not applicable	Not applicable	Not applicable
<b>ASSOCIATE FELLOWS (AFATEM)</b>	Accredited tertiary qualification  <i>OR</i> Equivalent knowledge, skills and experience	3 years relevant work experience within the field of tertiary management  <i>Plus</i> 2 years management or leadership experience  <i>Plus</i> MATEM member for a minimum of 1 year	Certified copy of academic results  <i>Plus</i> Curriculum vita	30 hours per annum
<b>FELLOW (FATEM)</b>	Post Graduate tertiary qualification in an area relevant to tertiary education  <i>OR</i> Equivalent knowledge, skills and experience	AFATEM with a minimum of 2 years at Associate Fellow level  <i>Plus</i> At least 8 years experience in a Tertiary Management role including 2 years in strategic management or leadership.  <i>Plus</i> Service to the tertiary education professional community	Referee reports  <i>Plus</i> Certified copy of academic results  <i>Plus</i> Curriculum vita	30 hours per annum

(b) That the membership levels should be discussed at the 2004 Members' Forum, and that they should be reviewed in 2006.

### **5.5 International Activity**

Council noted the current allocation of delegates to international conferences:

- a. AACRAO: 19-20 April 2004 at Las Vegas. President Tom Gregg. ACCRAO Delegate to Hobart is not yet known. President Tom Gregg to follow through.
- b. AUA: 19-21 April at Keele. VP Chris Jeffery. AUA Delegate to Hobart is John Ryan outgoing Chair of AUA.
- c. AAUA: 24-27 June at Chicago. VP Richard Easter. AUA Delegate to Hobart is Dr. Jerome L. Neuner, Associate Vice President for Academic Affairs, Canisius College, New York.

Council noted:

- a. that the President is also attending the International Meeting of University Administrators in Beijing, where he will hold discussion with our affiliate the Association of Caribbean Higher Education Administrators;
- b. that ATEM has been approached by the Society of College and University Planners (SCUP) which like the old AAPPA is a US based group with an arm in Australia. SCUP is interested in a formal affiliation. It is now in the process of drawing up a draft MOU;
- c. that ACCRAO has announced next year's meeting date as March 28-31, 2005 Hilton New York, New York City.

The Secretariat will circulate information about all the international affiliates' annual conferences and seek expressions of interest from Council members.

### **5.6 Reading List of the Classics**

Council noted a costed proposal to up-date the 'Reading List of the Classics in Tertiary Education Management'.

#### **RESOLVED 6/04**

- (a) That \$5,000 be included in the 2004/2005 Budget for the 'Reading List' project.
- (b) That the authors be requested to include a process whereby the draft text could be reviewed by appropriate authorities in New Zealand, such as the Ministry for Education and the NZVCC.

### **5.7 Campus Review Articles**

Council noted that the President and Secretariat are continuing the supply of articles to *Campus Review* initiated by the previous President.

### **5.8 Report from the ATEM Emeritus Chapter**

Council received a report summarising the contribution and membership of the Emeritus Chapter.

## **6 Reports**

### **6.1 Conferences**

#### **6.1.1 2003 Conference**

Council discussed the final Report of the 2003 TEM Conference.

**RESOLVED 7/04**

That Council congratulates the South Australian Branch on an excellent Conference and that the Secretariat conveys this resolution to the Organising Committee in writing.

**6.1.2 2004 Tertiary Education Management Conference**

Council noted a progress report on the 2004 TEM Conference, including the draft program. Over 110 abstracts had been submitted, which far exceeds the available slots. The Budget would break even at 500 Registrations and many more than that are expected. A major sponsor is in the process of being contracted. The Secretariat was requested to invite the ATEM Patron to attend.

**RESOLVED 8/04**

That the Organising Committee is congratulated on the progress made and that the Secretariat conveys this resolution in writing to Matt Smith, the Chair.

**6.1.3 Preliminary Report 2005 Conference**

Council considered a report on the 2005 Conference presented by VP Chris Jeffery. Feedback was provided on the issues raised in the report. Chris Jeffery was asked to congratulate the Organising Committee on progress to date.

**6.1.4 MOU with TEFMA**

Council noted that the Memorandum of Understanding with TEFMA ends after the 2004 TEM Conference.

**RESOLVED 9/04**

That TEFMA be informed that ATEM wishes to renew the relationship for an indefinite period, and that a new Memorandum of Agreement (MOA) be negotiated by the President with the aim of having this formalised by both ATEM and TEFMA at the 2004 TEM Conference.

**6.1.5 Proposal for a Continuing Professional Conference Organiser**

Council considered a report from the Association Secretary in which it was suggested that Council seek expressions of interest by invitation to selected providers to be PCO for the next three Conferences from 2006-2008 (being Sydney, Canberra and New Zealand, see item 6.1.7 below).

**RESOLVED 10/04**

That ATEM endorsed in principle the idea of seeking expressions of interest for both a single and multiple conference manager, in order to investigate options and costs; and that the Association Secretary advise TEFMA that ATEM believed it was too late to consider such a process for the Perth Conference, and discuss with TEFMA the possibility of seeking expressions of interest from the 2006-8 conferences.

**6.1.6 Refereeing of Conference Papers to meet DEST Requirements in Australia.****RESOLVED 11/04**

That this idea not be approved because of its time-resource implications. It was noted that publication in the *Journal of Higher Education Policy and Management* provided a facility for the best conference papers to achieve the DEST requirement.

### **6.1.7 Future Conferences**

Council noted that forthcoming Conferences are scheduled for Perth 2005, Sydney 2006, Darwin 2007, New Zealand 2008, and Canberra 2009. This schedule has the agreement of TEFMA. It was recommended to Council that the 2010 TEM Conference be held in Melbourne.

A/BP Viv Topham reported that the TEM Conference had outgrown the capacity of facilities in Darwin. She stated that a new Convention Centre was being built there and that it would be ready in 2008.

#### **RESOLVED 12/04**

(a) That the TEM Conferences be re-scheduled as follows, and that the ATEM President contact TEFMA urgently about the proposed changes.

2005 Western Australia (Fremantle and/or Perth)  
 2006 New South Wales (Sydney)  
 2007 Australian Capital Territory (Canberra)  
 2008 New Zealand (probably Christchurch)  
 2009 Northern Territory (Darwin)  
 2010 Victoria (probably Melbourne)

(b) that the NSW Branch be informed that the 2006 Conference of the International Meeting of University Administrators will be held in Sydney and that it would be worth consulting with the IMUA to see if the two events could be held sufficiently close together to allow for some international speakers to contribute to the TEM Conference.

### **6.2 The Journal of Higher Education Policy and Management**

Council considered a report from Ian Dobson and Angel Calderon, Joint Editors. The President informed Council that Ian Dobson had been scheduled to attend the meeting, but had withdrawn because of urgent business in Melbourne.

#### **RESOLVED 13/04**

That the report be noted and that the Joint Editors be congratulated on steady progress towards the Journal becoming a quarterly at some point in the future.

## **7 Financial Reports**

### **7.1 2003-2004 Accounts**

#### **RESOLVED 14/04**

That the 2003-2004 accounts be adopted and referred to the Auditor.

### **7.2 Payments Schedule**

#### **RESOLVED 15/04**

That the payments schedule for 2003-2004 be approved.

### **7.3 2004-2005 Budget Report**

Council discussed the budget for 2004-2005 in the context of the falling membership levels as revealed in the 2004 Census.

It was clear that the current levy and conference surplus is sufficient to fund Council's day-to-day operations. Any one-off capital project could only be funded out of the ATEM funds held by Branches. The total of these funds amounts to \$A440,000. The Council should be the body to make decisions on which projects are funded and to give projects approval and a priority for funding. There was discussion then about how to decide on the process for accessing the funding managed by Branches and which would be required for approved projects. The Secretariat provided Council with five examples of one-off capital projects which would provide much needed services to members. Two were related to the ATEM web site, one to professional development, one to an ATEM-wide accounting system, and one to a members' information kit.

### **RESOLVED 16/04**

That VP Richard Easter, Association Treasurer Neil Voyce and Peter Scardoni produce a submission to the ATEM Treasurers' Teleconference in August which outlined a process whereby the levy would fund the ATEM Council operating costs (as now), any capital/one-off projects would need to be approved and prioritised by Council, and any such Council-approved capital projects would be funded out of ATEM funds managed by Branches, and that the report be incorporated in the 2005-2006 Budget proposals. The report would include the process for accessing funds for the approved projects.

### **7.4 ATEM Reserves**

Council considered a report from the Treasurer on the need for Council to have a reserve of \$50,000 to act as a buffer against cash flow fluctuations, and agreed that it should be combined with the report in 7.5 and then referred to Branches through the Treasurer's Teleconference.

### **7.5 ATEM Investments**

Council considered a report from the Treasurer on the financial advantages of pooled investments, and agreed that it should be combined with the report in 7.3 above and referred to Branches through the Treasurer's Teleconference.

## **8 Business Referred by Branches**

Council noted that there were no issues raised by the Branches.

## **9 Other Business**

### **9.1 2004 Council Elections**

Council noted that the Association Secretary had appointed Giles Pickford as the Returning Officer for the ATEM Council Elections in June.

Positions falling vacant at the 2004 AGM are Vice-President (incumbent Chris Jeffery) and Association Secretary (incumbent Margie Cole).

Council noted the following election schedule:

Tuesday 1 June	Call for Nominations
Monday 21 June	Close of Nominations
Monday 28 June	Opening of Electronic Voting
Sunday 1 August	Close of Voting

It also noted that the Victorian Branch would be using the web-based electronic voting facility and that other Branches may wish to reduce their work load by doing the same.

## **9.2 ATEM Archive Report**

Council received a report from the Noel Butlin Archive of Labour and Industry at the ANU on the organisation of the ATEM Archive, which is based on extensive records provided by the Secretariat, and the Western Australian and New South Wales Branches. The archive costs \$220 a year to maintain and has already been used twice by ATEM members. It was agreed that the Secretariat should circulate the conditions for submitting material to Branches.

### **RESOLVED 17/04**

That the Noel Butlin Archive be congratulated by the President for its excellent service, with a copy to the Vice-Chancellor of the ANU.

## **10 2004 Meetings Calendar**

Council adopted a revised schedule of meetings dates for 2004 as set out below.

- 28 July – Executive Teleconference
- 26 September, 8.30 am – ATEM Foundation Board breakfast meeting
- 26 September, 9.00 pm – Executive Committee meeting
- 26 September, 11.00 am – ATEM Council Meeting
- 28 September, 7.30 am – ATEM Awards Breakfast and Members' Forum
- 28 September, 9.00 am – ATEM Annual General Meeting
- 28 September, 12.00 noon – ATEM Ghosts' Lunch

It also agreed that the next May meeting should be held on Friday 20 May 2005 in the ANU, Canberra

*GP 25/5/04*

### **Distribution:**

Tom Gregg	ATEM President
Chris Jeffery	Vice-President and President WA Branch
Richard Easther	Vice-President
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Toni Hodge	Councillor at Large
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Linda McLain  
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Giles Pickford and  
Peter Scardoni

Chair, Professional Education and Training Group  
Joint Editor of the Journal  
ATEM Secretariat  
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