

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

Council Agenda

There will be a meeting of the ATEM Council held on Wednesday 12 March 2008 at 11.00 am in the Druitt Room at the Crowne Plaza Hotel, 150 Day St, Darling Harbour, Sydney: **Tel** +61 2 9261 1188 **Fax** +61 2 9261 8766

DELEGATES

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Linda McLain	ATEM Councillor & Chair Western Region
Heather Davis	ATEM Councillor
Steve Langley	Co-Chair NSW/ACT Region
Jennifer Till	Co-Chair NSW/ACT Region
Ali Hughes	Chair Aotearoa Region
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Acting Chair Tropical Region
Judy Szekeres	Chair Central Region
Angela Boyes	Co-Chair Bass Region
Joanne Austin	Co-Chair Bass Region

In attendance

Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

In attendance for item 4.5.2

Vin Massaro	Massaro Consulting
Lorraine Perry	Massaro Consulting

1 Welcome and Apologies

***2 Starring of Items**

The President will invite members to star or unstar items for discussion. He will then move that all unstarred items be resolved in the affirmative.

***3 Minutes**

The Minutes of the meeting held in Sydney on 13 December 2007 are attached. For confirmation Pages [5-12](#)

4 Business Arising from Council Minutes

4.1 ATEM Action Sheet

The ATEM Action Sheet will be in tabled papers. For noting

***4.2 UA/ATEM Joint Courses**

The President will report on his visit with Professor Glenn Withers the CEO of UA. For noting

***4.3 Collaboration with the L H Martin Institute**

The President and Maree Conway will report on developments. For noting

***4.4 FMAC**

The FMAC meeting will be held just before Council's meeting. The FMAC Agenda was sent to you at the same time as the Council Agenda. VP Lucy Schulz will report on decisions and recommendations arising from the meeting.

***4.5 Report of the ATEM 2010 Implementation Group**

The various people delegated with tasks will report, as shown below.

***4.5.1 Professional Development**

See Item 4.6 below

***4.5.2 Region-wide Survey of Needs**

Maree Conway to report.

Professor Vin Massaro and Lorraine Perry will attend for this item.

4.5.3 President's Letter to Corporates and the Patron

A copy of the President's Letter to the Corporate Members is attached. For noting **Page 13**

4.5.4 Regions

(a) VP Chris Pepper's communications template for use by the Regions will be in tabled papers. For adoption

(b) Maree Conway's notes on the visit of SE Queensland/Northern Rivers to Bass are attached. **Pages 14-15** For noting

4.5.5 Branding and Marketing

Jennifer Till and Steve Langley will display the Welcome Pack that they have developed for their region. There will also be a wider discussion of a branding and marketing campaign. Council members are encouraged to bring their own Welcome Packs as well.

4.5.6 ATEM AGM

Toni Hodge and Giles Pickford's report on the ATEM AGM is attached. For adoption **Page 16**

4.5.7 Policy Documents

The complete Policy Suite of documents is attached. The following documents need to be ratified:

- Institutional Coordinators (re-drafted by VP Lucy Schulz) **Pages 17**
- Staff Exchange Programs and Study Tours (re-drafted by Maree Conway) **Pages 18-19**
- ATEM Grants and Awards (re-drafted by Chris Pepper) This paper will be in tabled papers

***4.6 Report from the Professional Development Coordinator**

Maree Conway's report is attached. **Pages 21-24**

5. Affiliations

5.1 International Affiliations

ATEM Delegates to international conferences are shown below. For noting

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
ACCRAO 24-27 Mar 2008 Orlando FL	VP Lucy Schulz SA	
AAUA 26-28 June 2008 Salt Lake City Utah	RC John Swinton Qld	Bruce Nelson
AUA 31 Mar-2 Apr 2008 York	Cr Linda McLain WA	
ACHEA 9-12 July 2008 Cayman Islands	Cr Heather Davis Vic	

***5.2 Local Affiliations**

The President will discuss the potential for collaboration with the following groups:

DEEWR: The new Department of Education, Employment and Workplace Relations.

NZVCC: Penny Fenwick, who is a long time ATEM Member and member of the Editorial Board of the Journal, has been appointed CEO.

TAFE Directors: The President will report on discussions with Dr Colin Adrian of the Canberra Institute of Technology which is a Corporate Member of ATEM.

6 Reports

The President will open this section with a verbal overview of various issues.

6.1 Conferences

6.1.1 2008 TEM Conference

A report from Toni Hodge is attached. [Pages 25-31](#) For noting

***6.1.2 2009 TEM Conference**

VP Chris Pepper visited Darwin with the PCO. His report is attached. [Pages 32-33](#)

6.1.3 Future Conferences

Future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012.

***6.1.4 Rotation of Conferences**

After the Adelaide meeting in 2012 there is not set policy on determining Conference Venues. There was a thought that Regions would be asked to put forward expressions of interest in holding the Conference and a decision would be based on merit. But this is still open for discussion. If Council held to the old rotation, the 2013 TEMC would be held in Hobart and the next in Perth, then Sydney. For discussion

***6.1.5 ATEM Vice-President Overseeing TEMC**

VP Chris Pepper will report on a core group of ATEM and TEFMA members who will provide continuity across several TEM Conferences and who would work with the chosen Region. He will also report on his proposals for a risk assessment survey for ATEM, including the TEM Conferences.

***6.2 Report of the ATEM Awards and Grants Committee**

VP Chris Pepper's report will be in tabled papers.

6.3 The Journal of Higher Education Policy and Management

Dr Ian Dobson's report is attached. For noting [Pages 34-37](#)

6.5 Report of the ATEM Foundation

The Minutes of a recent Foundation Board teleconference are attached, plus a draft investment policy. [Pages 38-41](#) It is recommended that the policy be approved.

The updated investment spreadsheet will be table at the meeting.

7 Other Business

***7.1 TEFMA**

The President will report on the establishment of a joint Secretariat with TEFMA

***7.2 ATEM Web Site**

Giles Pickford will report.

8. 2008 Meetings

Council meetings in 2008 are at 11.00 am on the following days:

Thursday 12 June - Melbourne

Sunday 28 September - Christchurch

Thursday 11 December – Sydney

GP 22/1/08

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

Council Minutes

Minutes of a meeting of the ATEM Council held on Thursday 13 December 2007 at 10.00 am in the Crowne Plaza Hotel, 150 Day St, Darling Harbour, Sydney

PRESENT

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Linda McLain	Councillor at Large & President WA Branch
Steve Langley	President ACT Branch
Jennifer Till	President NSW Branch
Ali Hughes	President NZ Branch
John Swinton	President Qld Branch
Judy Szekeres	President SA Branch
Angela Boyes	President Tasmanian Branch
Maddy McMaster	Representing the President Victorian Branch
Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

1 Welcome and Apologies

An apology was received from Dr Scott Snyder. The President welcomed Maddy McMaster to her first meeting.

2 Starring of Items

The President invited members to star or unstar items for discussion. He then moved that all unstarred items be resolved in the affirmative. Carried

3 Minutes

The Minutes of the meeting held in Canberra on 23 September 2007 at ANU were confirmed.

4 Business Arising from Council Minutes

4.1 ATEM Action Sheet

The ATEM Action Sheet circulated on 4 December 2007 was noted.

4.2 UA/ATEM Joint Courses

Maree Conway reported that she had talked with Susan Scott of UA who had said that there would be no joint courses in 2008. Council noted that the President would be calling on Professor Glenn Withers the CEO of UA early in 2008.

4.3 Collaboration with the L H Martin Institute

The President reported that Professor Vin Massaro had been appointed Acting Director of the L H Martin Institute and that the Institute had agreed to fund half the cost of the ATEM Journal. Also the ATEM President had been appointed to the Advisory Board of the Institute and the ATEM PD Coordinator had been appointed to the Programming Advisory Committee.

4.4 FMAC

The Minutes of the FMAC meeting of 12 December were tabled.

RESOLVED 9/07

Financial Arrangements during the Transition Period of 2008

- (a) That Peter Scardoni's reported on progress with the financial arrangements listed in the Minutes of the October 2010 meeting held in Sydney be received.
- (b) That during the transition Regional Chairs and the ATEM Treasurer monitor spending. Essentially, there should be no spending unless it is included in the 3-year rolling budget. Therefore there is an urgent need for the Regions to present their 3-year budget proposals to Council before the next meeting.
- (c) That the Queensland Branch President, Treasurer and EO visit the Victorian Branch early in 2008 to study the on-line conference and course registration process and to discuss other transition arrangements with the Victorian Branch.
- (d) That there is an urgent need to get our financial delegations and processes documented by the March meeting of Council so that the new Regions can understand what is expected of them in the financial management of their Regions, **especially** having a set date at which previous Branch Treasurers can sign off on their responsibilities under the old framework.
- (e) That the membership fee should be kept under review in 2008, but that it would not be appropriate to change the fee during the transition period.
- (f) That the ATEM Secretariat should promote a greater awareness of the various ways of paying the fee, including automatic fortnightly payroll deduction by the employing institution, or periodic deductions by the member's Bank.
- (g) That Peter Scardoni should visit the New Zealand Branch to assist with the completion of the switch to the single accounting system.

ATEM Investments

- (i) That the report on the ATEM Pooled Investment Funds be received. Council applauded the achievements of the ATEM Foundation, which has invested in equities yielding 7.81% in income and growth of 44.19%
- (j) That Peter Scardoni produce a list of all regional investments and their maturity dates so that the transition could be monitored over time.
- (k) That the ATEM Pooled Investment Fund would be no longer required and the funds would become part of the ATEM Foundation investments in future and the Foundation would have a better balance between the two types of investment (equities and hybrid securities). This would require the Foundation to revise its charter to cover hybrid securities as well as equities, and to have the power to return some capital as well as earnings to ATEM when needed.

Three-Year Rolling Budget

- (l) That the 3-year rolling budget be adopted, and that there be a change in the format of the budget to accommodate the new PD Programs in the Regions.

Council Contribution 2007

- (m) That the Council Contributions for 2007 be noted

Payments Schedule

- (n) That the Payments Schedule be approved.

Single Accounting System

- (o) That Council note that the implementation of the single accounting system is now completed.

Tax

(p) That Council notes that Steve Allen of Moore Stephens had not yet provided advice on the Tax Deductible Gift Recipient Status for the ATEM Foundation, or provided written evidence that ATEM Inc. had been given status as a tax exempt body. It was agreed to seek the assistance of Richard Easter in getting this advice.

4.5 Report of the ATEM 2010 Implementation Group

Council discussed VP Lucy Schulz's report on a meeting of the ATEM 2010 Group held on 16 October 2007 at Sydney Airport.

RESOLVED 10/07

Professional Development

(a) That the following supervisory group was to advise the PD Contractor: VP Lucy Schulz, BP John Swinton, Cr. Linda McLain.

(b) That ATEM's PD focus should cover the following areas:

- Early Career Managers and Middle Management Directors
- Student Administration Conferences
- Faculty Managers Forums
- Service Centres Conferences
- Higher Education Updates

The PD Coordinator will map these programs showing how they meshed with the Capabilities Framework.

Region-wide Survey of Needs

(c) Massaro Consulting had provided the external bid for the Survey. That Massaro Consulting be contracted to carry out the Survey of PD Needs in the sector in Australia and New Zealand following a review of the scope of the Survey and the resultant costs.

President's Letter to Corporates and the Patron

(d) That the President writes to the Patron and all Corporate Members and overseas affiliates explaining the 2010 reforms.

ATEM Calendar 2008

(e) That the ATEM PD Calendar for 2008 be adopted (see attachment to the minutes).

Regions

(f) Council noted a number of matters concerning the Regions, as follows

- The Regions need a communication strategy. VP Chris Pepper is to produce a communications template for use by the regions.
- Regions need to hold events such as a Welcome to New Members and a Celebration of Awards and Membership Upgrades.
- Some regions may want to retain a Regional Conference.
- Regions and Institutional Coordinators need to develop links with HR Managers and Organisational Development Managers in their Institutions.
- Members of Regional Committees and Institutional Coordinators be informed that it is expected that they should log in to the ATEM AGM Webcast.

ATEM AGM

(g) that Toni Hodge and Giles Pickford work together with evolution7 to organise the ATEM AGM on 21 May 2008 at 4.00 pm Australian Eastern Standard Time.

Policy Documents

(h) That the complete Policy Suite of documents be adopted with the following exceptions:

- Institutional Coordinators (to be re-drafted by VP Lucy Schulz)
- Strategic Directions Paper remain as it is currently written in the interim, but a full consultative process was agreed as a lead-in to a re-drafting of the document by Tom Gregg and Maree Conway.
- Staff Exchange Programs and Study Tours (to be re-written by Maree Conway)
- Finance Manual (to be split into a practical processes section and an accounting section) and Auditor's review (to be conducted by Neil Voyce and Peter Scardoni)
- ATEM Grants and Awards (to be reviewed by Chris Pepper and submitted to the March Meeting of Council)
- Various minor corrections to various document (to be fixed by Giles Pickford)

4.6 Report from the Professional Development Coordinator

Council discussed Maree Conway's report.

RESOLVED 11/07

That the report be accepted and the various recommendations be implemented during 2008.

4.7 Appointment of Second ATEM Councillor

The President reported that the Executive Committee had considered two nominations for the position of Councillor. It recommended that Heather Davis of Deakin University be appointed because of her demonstrated strengths in PD programming and development, which was the specific additional skill required by Council in the next period.

RESOLVED 12/07

- (a) That title of this position be changed from Councillor to ATEM Councillor
- (b) That it is noted that Cr Linda McLain's appointment is from 2008 to 2009 inclusive, as she only took up her appointment in the last quarter of 2007.
- (c) That Heather Davis be appointed ATEM Councillor from 2008 to 2010 in order to get the two appointments synchronised.

5. Affiliations

5.1 International Affiliations

Council noted the current schedule of visits shown below. The ATEM Secretariat is requested to remind Councillors of the opportunities below and, if there are no takers, to call for expressions of interest from the membership.

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
ACCRAO 24-27 Mar 2008 Orlando FL	VP Lucy Schulz SA	
AAUA 26-28 June 2008 Salt Lake City Utah	BP John Swinton Qld has expressed interest	
AUA 31 Mar-2 Apr 2008 York	BP Linda McLain WA	
ACHEA July 2008 No info yet		

5.2 Local Affiliations

The President reported on the potential for collaboration with the following groups:

DEEWR: Approaches to the new Department of Education Employment and Workplace Relations will begin in the New Year. Approaches to DEST prior to the recent Australia elections had been only partially successful.

NZVCC: The President will soon be approaching the new CEO, Penny Fenwick, who is a long time ATEM Member and member of the Editorial Board of the Journal.

TAFE Directors: At the suggestion of Steve Langley the President will open discussions with Dr Colin Adrian of the Canberra Institute of Technology which is a Corporate Member of ATEM.

The President will visit Canberra early in 2008 to establish these new links.

6 Reports

6.1 Conferences

6.1.1 2007 TEM Conference

Council received BP Steve Langley's Report. It noted that the Canberra Conference had attracted 440 participants and achieved a surplus of around \$50,000 which will be shared with TEFMA. The ACT Branch is to be congratulated on a very successful event.

6.1.2 2008 TEM Conference

Council received Toni Hodge's report on TEMC 2008 in Christchurch.

6.1.3 2009 TEM Conference

Council received Leishman and Associates' Report on the TENC 2009 in Darwin. The President reported that TEFMA officers were going to visit Darwin early next year and that he and VP Chris Pepper would join in that visit.

6.1.4 Future Conferences

Council noted that Future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012.

6.1.5 ATEM Vice-President Overseeing TEMC

Council had appointed VP Chris Pepper to take over from Richard Easter as ATEM Council's representative on all TEMC Organising Committees. VP Chris Pepper reported verbally on progress he had made to date and foreshadowed that a more detailed report will be prepared for the March meeting of Council. Council agreed that there should be a core group of ATEM and TEFMA members who would provide continuity across several TEM Conferences and who would work with the chosen Region. VP Chris Pepper was also asked to undertake a risk assessment survey for ATEM, including the TEM Conferences.

6.2 Report of the ATEM Awards and Grants Committee

VP Chris Pepper tabled his report on his survey of the whole awards and grants program across ATEM. A number of suggestions were made:

- That we need to adopt terminology that was appropriate to the whole tertiary sector, not just Higher Education
- That the concept of creating better equity across all regions for Grants should not be confined to equity of quantity, but also equity of criteria and equity of opportunity
- That grants and awards be targeted at all three categories of member in the Capabilities Framework

RESOLVED 13/07

That VP Chris Pepper should gather feedback from Councillors and present a finished report to the March meeting of Council.

6.3 The Journal of Higher Education Policy and Management

Dr Ian Dobson's report was received.

6.5 Report of the ATEM Foundation

A report on our Foundation Investments was noted. The discussion is reported in item 4.4 (i) to (k) above.

7 Other Business

7.1 TEFMA

The President reported on the idea of a joint Secretariat with TEFMA which had been discussed at a TEFMA Board Meeting that he had been invited to attend in Christchurch. The TEFMA Board is interested in the idea and is pursuing it further.

7.2 ATEM Web Site

Council noted that work on updating the ATEM Web Site might not be completed by Christmas. It was agreed that the urgent part of the work is incorporating the new Regions into the CMS and that evolution7 be informed of this priority.

7.2 Executive Committee

The President reported that the Executive Committee had reviewed its role subsequent to the 2010 reforms and it had decided that, with quarterly Council meetings and the clarity around the role of Council, it was no longer necessary for Executive to meet regularly or face to face. Instead it would meet electronically when necessary. This would mean that one day meetings would now be feasible, with FMAC meeting at 9.30 am and Council meeting at 12.30 pm. Council agreed with this change in the role of the Executive Committee.

7.3 South Pacific and Melanesia Region

The President reported on discussions he had had with the Registrar of the University of the South Pacific concerning a new Region in ATEM covering the South Pacific Island and Melanesia. There is a great deal of interest in this concept and he said that he would keep Council informed of developments.

8 2008 Meetings Calendar

The March meeting will be held on 12 March 2008 in the Crowne Plaza Hotel, Darling Harbour. The *Australian Financial Review* Higher Education Summit will be in Sydney on 13-14 March and Councillors are welcome to register. The Conference brochure will be displayed at this address shortly: http://www.atem.edu.au/conferences_other.cfm

Other Council meetings in 2008 are at 12.30 pm on the following days:

Thursday 12 June

Sunday 28 September

Thursday 11 December

Table 1 ATEM Calendar 2008

	Association	Council	Region	Institutional Coordinators
Jan/Feb	Call for Nominations Council Elections			Institutional Members Forum. Welcome to New Members
March	Preparation of Annual Report	Council Meeting		
April	Association AGM		Regional Meetings. Composition of Regional Committees. Admin Support and Budgets	
May			Regional Elections	
June		Council Meeting		
July			Regional Meetings	Regional Planning Day. PD Workshop: all Chairs + Maree
August			Finalise PD Program and Budgets	Function for Institutional Coordinators. Regional Awards Function
September		Council Meeting		
October			Regional Meetings	
November				
December		Council Meeting Adoption of final PD Program and Budget		

GP 15/12/07

Distribution

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Linda McLain	Councillor & President WA Branch
Steve Langley	President ACT Branch

Jennifer Till	President NSW Branch
Scott Snyder	President NT Branch
Ali Hughes	President NZ Branch
John Swinton	President Qld Branch
Judy Szekeres	President SA Branch
Angela Boyes	President Tasmanian Branch
Joanne Austin	President Victorian Branch
Maddy McMaster	Vice-President Victorian Branch
Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

4.5.3 President's Letter to Corporates and the Patron

Dear ...

This year will see the full implementation of the restructuring of ATEM, the final phase of which I started in late 2006. These reforms will transform ATEM and help it to achieve its full potential. We have been 32 years getting here and we now need your support in completing this work.

The basic aim of the reforms is to transform ATEM from the loose federation of semi-autonomous Branches which it has been since 1976, into a single organisation which is entirely focussed on improving the professionalism of leaders and their supporting managers in the field of tertiary education management.

The nine Branches which existed before, all of which managed their own budgets, held annual general meetings, and generally spent a lot of effort on 'administration' have been consolidated into the seven Regions which you can see on the map at this address: <http://www.atem.edu.au/atem-regional-map.cfm>

The Regions have one central purpose: to provide to tertiary education leaders and managers, whether they are members of ATEM or not, consistent and excellent training and education programs aimed at raising the standards of practice in our profession.

ATEM has appointed a Professional Development Coordinator, Maree Conway (a previous ATEM President), who will work with the Regions to ensure that core programs are offered across all Regions, and that Regions are assisted to create a wide variety of offerings.

Maree will be working closely with two external organisations, Universities Australia and the new L H Martin Institute at Melbourne, to ensure that ATEM gets the best guidance on achieving its aims and that the professional development work of all three organisations is coordinated. The Martin Institute has already responded positively by having an ATEM appointment on its Advisory Board (the ATEM President) and on the Program Advisory Committee. The LH Martin Institute has also agreed to partner ATEM in the publication of our quarterly *Journal of Higher Education Policy and Management*.

One more reform is that the nine Branch bank accounts have been consolidated into one main account, with one automated accounting system, one budget and one Auditor. We will have one investment program to maximise the return on members' funds. The ATEM Council will meet quarterly to conduct budget reviews to ensure that the best ideas are fostered across the whole Association.

We hope that, as a Corporate Member of ATEM, you will help us to achieve our goals by supporting that work, encouraging your staff to enrol in courses and attend conferences, and by having your own HR staff promote ATEM as the professional association for appropriate appointees to your staff.

Yours sincerely

Tom Gregg
President

4.5.4 Regions

Chris Pepper's paper

Chris Pepper's paper on a communications template for use by the Regions in communicating with members will be tabled at the meeting.

Maree Conway's Paper

Notes of Meeting held on 15 February 2008 RMIT, Melbourne

Present

Linda Jackson, Bass Region
Maddy McMaster, Bass Region
Terrie Healy, Bass Region
John Swinton, SEQ/NR Region
Robyn Daniels, SEQ/NR Region
Ming Chien, SEQ/NR Region
Maree Conway, ATEM Secretariat
Peter Scardoni, ATEM Secretariat

Finances

1. Need the detail about how Branches are to operate financially. Some specific comments follow.
 - Is ownership of the money related to incentive to make money? That is, unless regions control their money, they won't be any incentive to make money?
 - Do regions need to make a profit? If yes, what can be funded from the profit?
 - Will there be cross-subsidisation of programs across regions? Needs to be up front and transparent if there is. Who wears the loss if there is one?
 - Who will make payments?
 - Need to move to a single ATEM bank account with link sub-accounts for each region. Budgets paid into regional accounts for management at local level. Need to articulate that what happens at end of budget period is that surplus returned to central funds, but will probably need a process for regions to make a bid to spend their surplus (if any) on specific projects.
 - Need a set of financial principles to underpin operations, which might include reference to:
 - ensuring efficiency and best outcomes for ATEM,
 - recognising the regional driver for the design, management and funding of regional programs,
 - programs ultimately having to be self-funding,
 - standardising operations as far as possible across regions,
 - ensuring equity of access across regions.
 - The target for consolidation budget operations and the three year budgets in the regional structure needs to be 1 January 2009 – the design of the new PD program drives the budget, and the former is being developed for 2009. 2008 therefore

needs to be viewed as transitional year (ie single year budget) to avoid confusion and duplication of effort.

2. Issue of scholarships and how they are funded. Combination of regional and Association scholarships – needs to be clarified.
3. The transition needs a change management process – there is a strong emotional attachment to the PD programs in the regions which needs to be acknowledged. Critically important in transition period that this recognition is clear, and that communication is clear about process and detail to avoid mis-interpretation and mis-communication.

Recognition of the trend that has been apparent in larger branches that ATEM is moving from a volunteer to a professional operation, which will require a central secretariat to coordinate.

Professional Development

1. Continuing concern about over-centralisation of programs design and development. Advice provided that this was never the aim, and reiterated in email to Bass Region after December Council meeting. Secretariat only has part-time PD Coordinator, so centralisation is not practically possible.

Aim has always been to ensure that regions are supported to run programs designed and developed to meet local needs – within the framework of an ATEM PD program. One benefit of this approach is a mindset shift that you can only attend programs in your region when, in fact, you can attend any program, anywhere.

Some discussion about concept that what ATEM does is provide PD for the sector, rather than for members. This is what has been happening in some regions anyway, and provides a broader perspective about ATEM's role now and into the future.

2. Having PD online – bookings and payments – is critical to efficient operations in the regions and needs to be the first priority after the re-structure of the website to the new regional framework. Need to clarify and document how PD online payments are processed and reported. *(Note: Giles Pickford subsequently changed the priority, putting Bass Region's need to get its Regional Conference registration online ahead of the restructure of the whole web site. He did this because what the Regions do is frontline with tight timelines, and therefore more important than slightly less urgent issues).*
3. Need a single ATEM brochure which has all programs – regional and Association – for effective publicity and to promote concept of attending programs anywhere.
4. Need an email contact list for anyone in the sector, not just ATEM members.

4.5.6 ATEM AGM

It is recommended that the simplest and cheapest way to conduct an electronic AGM for the whole of ATEM is to do it by e-mail, followed by a mini-survey as shown in the schedule below. The process was trialled with the Aoteroa Special General Meeting in early March and it went well.

The following agenda and timing schedule is proposed.

1. The Agenda will consist of:

- The President's Report
- A Progress Report from the ATEM 2010 Implementation Group
- The Audited Accounts for the period 1 May 2007 to 31 Dec 2007
- Appointment of Auditor
- Setting of the Membership Fee for 2009

2. The following Schedule is proposed:

- 4 April 2008 - Circulate the Agenda by mass e-mail. Members will be invited to ask questions or make comments to the President, Secretary or Treasurer by e-mail. The Q&A responses will be summarised and included each week up until 25 April in 'Weekend Update'.
- 25 April 2008 – Close of question period
- 30 April – The Secretariat will circulate a mini-survey, using the existing web-based response facility. Members will be able to record a yes/no/abstain vote between 6.00 am to midnight on this day.
- 1 April – the Minutes of the AGM are posted on the web.

3. The Mini Survey will consist of the following questions:

1. Motion: that the President's Report be received. Yes/No/Abstain
2. Motion: that the Progress Report from the ATEM 2010 Implementation Group be accepted. Yes/No/Abstain
3. Motion: That the Audited Accounts for the period 1 May 2007 to 31 Dec 2007 be adopted. Yes/No/Abstain
4. Motion: The Keith France and Associated be appointed Auditor. Yes/No/Abstain
5. Motion: That the Membership Fee for 2009 be set at \$??? Yes/No/Abstain

Toni Hodge
Association Secretary

Giles Pickford
Returning Officer

Item 4.5.7 Policy Documents

The two remaining Policy Documents are below, followed by Maree Conway's proposal for a process for producing the revised strategic Directions Statement.

Policy Document: Institutional Coordinators

(Adopted in February 2003, modified December 2007)

The Institutional Coordinator is a new role, based on similar roles that have existed in some regions and branches in the past. In ATEM's review of its future, the role of Institutional Coordinator has been established as a pivotal strategy in developing and maintaining ATEM's profile at the institutional level.

While members join ATEM, the Association, the focus of their work, and the focus of professional education and training is at the regional and institutional level. Regions need to have a strong presence at each institution to strengthen the link between local institutions and the region.

The Coordinator would have a number of responsibilities in the following areas, supported by the regional committee, the ATEM Secretariat and Council.

ATEM profile and marketing

One of the key roles of the coordinator is to provide an institutional contact for ATEM and to actively promote ATEM activities and member benefits. This can involve:

- maintaining a stock of ATEM brochures for circulation within the institution;
- distributing professional education and training information within the institution; and
- assisting with the organisation of institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

Membership

Whilst Institutional Coordinators are not expected to actively recruit ATEM members directly there are a number of activities which can assist and inform the Association about the views of members within a particular institution. Coordinators are therefore encouraged to engage with the membership thereby contributing to member satisfaction and engagement with the Association and its activities. This may involve:

- following-up non-financial members (names supplied by the Secretariat);
- ensuring that members leaving the institution are surveyed to find out the quality of their ATEM experience, and informing them of the availability of membership of the Emeritus Chapter;
- encouraging attendance at professional development activities and seeking out members who are regular non attendees;
- keeping in contact with former members at the institution and inviting them to rejoin ATEM;
- contacting new staff and providing them with the membership kit, and issuing an invitation to join; and
- providing members with a list of members at the institution, including corporate members.

Liaison

- Liaising with the local Human Resources Department:
 - to seek approval to include ATEM brochures in new staff information packs; and
 - to ensure there is a web link to ATEM on the HR web page (if the institution is a corporate member).
- Liaising with the local Finance Department to investigate the option of regular subscription deductions through internal payroll systems (including conference registrations).
- Liaising with the local Public Relations or Marketing Department to provide copy for stories about ATEM in local newsletters etc.

Reporting

- Report on institutional activities to the Region for potential dissemination to other ATEM member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

The Coordinator may wish to co-opt volunteers to assist in the above functions, but the Coordinator will be the 'driving force' for that particular institution.

In exchange for being the Coordinator:

- The ATEM Secretariat will waive the annual membership for that person at the time of renewal provided that there are five or more ATEM members at the Institution;
- Each Coordinator will be acknowledged on the ATEM website (with a link to their email address);
- A special function will be organised at the TEM Conference to give them the opportunity to share best practice and for ATEM to formally acknowledge their contribution and efforts.

Policy Document: Staff Exchanges and Study Tours

(Adopted by Council in September 1999 and modified December 2007)

1 Background

The Association for Tertiary Education Management (ATEM) supports and assists managers and administrators working in tertiary education in Australia and New Zealand to develop their professional careers. As a professional association, ATEM assists its members to broaden their experiences and perspectives by facilitating staff exchanges and study tours within Australia and New Zealand, and through its relationship with professional associations in other countries.

2 Rationale

ATEM recognises that staff exchanges and study tours have advantages and benefits for ATEM members and their institutions, including:

- enhanced professional skills and knowledge and career development for individuals,
- potential for enhanced relationships between institutions involved, and
- personal benefits for participants, including increasing confidence and broadening horizons.

3 Types of Programs

While exact arrangements and details for staff exchanges and study tours will need to be negotiated between individuals and institutions, the following broad types or programs are possible.

3.1 Staff Exchange

This program involves two individuals swapping jobs for a specified period of time. This type of arrangement takes some time to develop, since the two positions involved need to be similar enough in scope and responsibility to facilitate the exchange, and the people involved need to have similar backgrounds, skills and knowledge. It may be necessary to make arrangements in the institutions to reallocate particular duties, and usually requires full support from those institutions as a result.

This type of program is most beneficial if it runs for at least 12 months.

ATEM will circulate details of staff wishing to develop a staff exchange to its members, and facilitate communication between staff negotiating exchanges.

3.2 Institutional Exchange

This program involves two participants swapping institutions but not specific positions or roles. This type of exchange requires agreement about formal reallocation of duties and responsibilities in both the local and host institutions.

ATEM is able to facilitate initial contact with institutions.

3.3 Study Visit

Individual study visits are usually designed to investigate specific projects or areas or work in depth. The visit can be conducted within a single country or involve international institutions. Visits can be based in one institution or involve visits to a number of institutions.

ATEM offers the Peter Karmel International Travel Fellowship to support international study visits. The Maurie Blank Study Scholarship can support visits within Australasia.

3.4 Study Tour

A study tour is designed to include visits to several institutions and organisations in a specific country, and is usually developed around a specific theme.

Many organisations and institutions organise study tours which ATEM members can join, but the cost may be prohibitive. There is nothing to prevent an ATEM member from designing their own study tour, and applying for an ATEM International Travel Grant to partially fund costs.

From time to time, ATEM may also organise its own study tours for members. This may be done in collaboration with our International Affiliate Organisations – see http://www.atem.edu.au/activities_professional_links.cfm

4 ATEM Support for Members

ATEM is able to provide members seeking to develop a staff exchange or study tour assistance with initial contacts in institutions through its corporate members (note that one institution in Australia and two in New Zealand are not corporate members).

A fact sheet is available for members wishing to organise a staff exchange or study tour.

ATEM members who are considering a staff exchange or study tour should make initial contact with the ATEM Professional Development Coordinator in the ATEM Secretariat (email: atem1@bigpond.com).

Members of international associations who wish to arrange a staff exchange or study tour in Australia and New Zealand can also make contact with ATEM to facilitate initial contact with members and institutions.

5 Review

This policy will be reviewed two years from its date of approval by the ATEM Council.

6. Policy Procedures

6.1 Each year, ATEM will write to Chief Executive Officers (CEOs) of all tertiary institutions in Australia and New Zealand reminding them of the facility provided by ATEM to promote and support staff exchanges and study tours, including the availability of funding support for ATEM members.

6.2 In particular, CEOs or corporate member institutions will be asked to support any applications for staff exchange or study tours, and to publicise the ATEM policy in their institutions.

6.3 ATEM will publicise the staff exchange and study tour policy, and provide advice and appropriate support to interested members. Non-members of ATEM will be advised that they will need to join the Association before being able to avail themselves of this support.

6.4 Members interested in staff exchanges or study tours will be encouraged to post their details and preferred destinations in the Staff Exchange and Study Tour group on the ATEM Network (<http://atempd.ning.com>). An email will be sent to all Network members advising them of the posting, and the ATEM Secretariat will advise relevant corporate members and international affiliates of the posting for their appropriate action.

6.5 The ATEM Secretariat will publish in the Staff Exchange and Study Tour group on the ATEM Network details of members of any international affiliate associations who wish to undertake a study tour or staff exchange to Australia or New Zealand.

6.6 A package of information about ATEM and its activities will be provided to all ATEM members going on a staff exchange or study tour (or international conference). This information can be used by the member to promote the activities of ATEM as is appropriate.

6.7 The ATEM Secretariat will develop a register of members who have undertaken a staff exchange program or study tour. These people will be available to advise members about to undertake a similar activity

Strategic Directions Statement – a Proposed Process for Consultation

Background

ATEM's Strategic Directions Statement was first approved in March 2001, and later amended in 2004 and 2006. The Statement is valid until 2008, and given ATEM's move to a regional structure in 2008, the Council agreed at its December 2007 meeting to review the Statement during 2008, using a collaborative and transparent approach.

This paper provides details of the proposed review process and timing.

Proposed Review Process

The review process would be managed by the ATEM Secretariat and the ATEM President, with reports to each meeting of Council.

1 Survey of members and external stakeholders (institutions, others associations and government groups) to explore their views about ATEM's future strategy. This survey would focus on a few key questions, such as:

- their perceptions of ATEM's future, both positive and negative,
- major decisions to be made, and
- major trends likely to have an impact on ATEM's future.

This survey will aim to gather information about major issues that members and stakeholders believe will be important in ATEM's future. A report on the survey outcomes will be produced for members and stakeholders.

2 Environmental scan focusing on trends for the future of professional associations, trends in tertiary education and more general societal trends. Members will be invited to contribute to this scan, and will be asked to group and rank the trends in order of importance and impact for ATEM. A report on the outcomes of this scanning process will be produced for members and stakeholders.

- 3 Council workshop to identify possible strategic options. This workshop could include external stakeholders and corporate members, and will use the information obtained in the previous two steps to build a shared view of ATEM's future.
- 4 Presentation to Members' Forum at TEMC in September 2008 to seek feedback and comment on the proposed strategic options.
- 5 Council consideration of final strategy document at December 2008 meeting.

Proposed Review Timetable

Process Step	Timing (2008 unless otherwise noted)	Comments
Review announced	March	Announcement to members and stakeholders
Survey of members and external stakeholders	March	This may be able to be combined with the PD Review survey.
Environmental Scan	April-May	Involving Council, members and stakeholders.
Council Strategy Workshop	June meeting	Full day workshop to coincide with Council meeting.
Members Forum	September (TEMC)	Obtain feedback from members on possible strategic options
Strategy updated and circulated for final endorsement	October-November	
Final strategy considered by Council	December meeting	
Strategy released to members and public	Late January 09	

Recommendation

That Council accept the proposal for implementation following the March Council meeting.

Tom Gregg
President

***4.6 Report from the Professional Development Coordinator**

1 Review of Professional Development in the Sector

The Review of Professional Development in the sector is underway and on schedule, with a separate report being considered by Council on the outcomes of Phase 2 Desktop Research and Data Gathering.

2 2009 Professional Development Program

Work has continued on planning for the 2009 Professional Development Program. There are four major areas of work at the present time.

2.1 Identifying “Flagship” Programs

Finalising the programs to be run at the Association level (“flagship” programs) is underway. Some nominations received to date (region nominating in brackets) are:

- Middle Management Program/Towards Middle Management (Bass and SEQ/NR Regions)
- Springboard (SEQ/NR Region)
- An Alternative View of Leadership (Western Region)
- Supporting and Managing Staff through times of change in the tertiary sector (Western Region)
- Attracting Generations X and Y into Higher Education
- Emotional Intelligence (Tropical Region)
- Expanding Your Influence (Tropical Region)

The Orientation/Introduction to the Tertiary Education Sector could also be added to this list.

A list of potential Association programs will be provided to the Council’s June meeting.

For information

2.2 Delivery Options

Some preliminary work has been undertaken on potential delivery options available to ATEM. While face-to-face meetings have served ATEM well, there has always been comment on the need to ensure equity of access across geographically dispersed regions such as Western Australia and the now Tropical Region.

There are two major options available to ATEM:

- (i) webinar/web conferencing technology (from providers such as Go to Webinar, WebEx, MegaMeeting), and
- (ii) learning management system software, either open source systems such as [Moodle](#) or fee based systems such as [ecampus](#).

Both options may be relevant and useful, depending on the scope and range of ATEM’s programs. Further work will be undertaken and a report made to the Council’s June meeting, but some preliminary discussion by Council on the principle of equitable access to programs across the Association is invited to inform that work.

For discussion

2.3 Clarifying Operational Arrangements for 2009 Professional Development Program and Budget

This item will be discussed separately by the Council, but in terms of professional development arrangements, the following information has been provided to regions by email:

Broadly, the process to be followed for developing the 2009 program is as follows.

- 1 Regions begin to consider 2009 programs in June/July 2008. Templates and PD guidelines are scheduled to be available to support this process.*
- 2 A PD Planning Workshop is being planned for late July to bring together all regions to draft the ATEM PD program for 2009. This workshop will bring together the proposed regional programs and the proposed Association program(s), and identify both gaps in provision, and unnecessary duplication (that might be better solved by sharing rather than duplicating programs across regions), and confirm arrangements for delivery of the Association program(s) – locations, presenters, fees etc. We can also consider how to ensure equity of provision, as far as is feasible, across the regions.*
- 3 Regions will then work on their draft 2009-2011 budgets, based on planning completed at the workshop, plus any other services they provide to members such as scholarships, or other initiatives. The proposed 2009 PD Program and 2009-2011 budgets will go to the September meeting of the ATEM Council for review and comment.*
- 4 After this meeting, Regions and the Association will finalise programs and budgets (including entry on the ATEM website) for approval at the December meeting of Council.*
- 5 The ATEM 2009 PD Program will be launched following the Council meeting. It will be critical to get the programs up on the ATEM website before this launch, so that we are able to market the programs both within ATEM, via our corporate members, and more broadly in the sector.*

Over time, we may be able to move to a situation where the following year's program is approved at the September Council meeting, but I think we need longer than that in this first year.

For information

2.4 Consolidated Program

One aim of the professional development program is to produce a single publication that lists all ATEM programs across the Association. This publication will be used for marketing purposes both within and external to ATEM, and is based on the premise that attendance at PD programs should not be restricted by regional location or institution.

Such a publication will only be possible if details of regional programs are registered on the ATEM website, since this will be the source of program information. Not all branches posted their program information on the website in the past, but from the 2009 program, all Regions will need to ensure they post program information on the website by the end of October each year.

For information.

3 Mapping 2008 Programs Against ATEM Capabilities

The mapping of 2008 programs against ATEM capabilities is underway, but is not yet complete because details of all regional programs have not been registered on the ATEM website. However, an analysis done as part of the PD Review is provided in summary form in Table 1.

Table 1: Preliminary Mapping of ATEM Capabilities Against Programs 2003- 2008

ATEM Capability	Number of Programs 2003-2008*
DM=Developing Manager, MLM = Middle Level Manager, SM =Senior Manager	
DM: Client Service	16
DM: Committee Skills	18
DM: Communication	22
DM: Developing a Career	4
DM: Enhancing Practice through Reflection	1
DM: Information Management	1
DM: Time Management & Operational Skills	4
DM: Understanding the role of tertiary education managers/ governance/understanding the educational environment	7
DM: Working in Teams	2
MLM: Building Relationships	2
MLM: Change Initiation & Management	8
MLM: Communicating Knowledge & Experience	1
MLM: Developing Leadership Skills	6
MLM: Developing Presentation Skills	6
MLM: Legislative Requirements	13
MLM: Managing Conflict	7
MLM: Managing Resources	6
MLM: Managing Staff and Teams/Poor Performance	36
MLM: Negotiating and Influence	7
MLM: Project Management	10
MLM: Responsibility for Career and Professional Development	2
MLM: Risk Management	3
MLM: Self Management	22
MLM: Self-Direction	4
MLM: Strategic Planning & Performance Reporting	5
MLM: The 'business of tertiary education institutions	2
MLM: Understanding global tertiary education sector	3
MLM: Understanding Regional and National Issues	6
MLM: Understanding Tertiary Education Locally & Globally	1
MLM: Developing Leadership Skills	9
SL: Contributing Beyond Institution	2
SL: Knowledge Management	1
SL: Leadership of People, Projects & Units	1
SL: Strategic Thinking, Strategy Formulation & Implementation	1
SM: Global Trends and Drivers	2
SM: Leadership of People, Projects & Units	19
SM: Legal Environment	3
SM: Mentoring & Inspiring Others	5
(blank)	53
TOTAL	321

*Number of program types offered, not the number of times individual programs were run

Some programs have been offered for which there is no equivalent ATEM capability, such as event management and marketing. Some capabilities, such as financial management, may need to be 'spread' across all three levels, and other areas such as dealing with the media may need to be added.

Nevertheless, a preliminary analysis of gaps in ATEM program provision against the capabilities is provided in Table 2.

Table 2: Gaps in ATEM Program Provision based on ATEM Capabilities

Developing Manager	Middle Level Manager	Senior Manager
Institutional Environment and Processes, Systems and Procedures	Building Networks	Building the Profession
Understanding your role	Understanding academic values and work	Possible Futures for Tertiary Education
Continuous Improvement	Analysis and Judgement	Commercial acumen and industry partnerships
Problem Solving		Dealing with Complexity and Ambiguity
Flexibility and Adaptability		Delivering Organisational Outcomes
		Creativity and Innovation

These apparent gaps can be addressed during the 2009 PD Planning Workshop scheduled for 24 and/or 25 July 2008, and a revised set of ATEM capabilities will be provided to the June Council meeting.

For information.

4 Workshop at Tertiary Education Management Conference

The concept of running a workshop at the TEM Conference each year for people in regions involved in professional development program design and delivery has previously been supported, and has been scheduled in the 2008 Conference program. At this stage of planning, the focus of the workshop could be focused around one of the following topics:

- event management,
- adult learning styles, or
- designing effective workshops.

The aim of this workshop is to provide both some professional development for those ATEM members who volunteer their time to design and deliver PD programs, but also to allow that group to come together and share ideas about operations and practice.

Council is invited to provide feedback on the preferred area of focus for the 2008 workshop.

Maree Conway

Professional Development Coordinator
March 2008

6.1.1 2008 TEM Conference

The organising committee continues to meet on a monthly basis and the following update is provided outlining activity since the December 2007 report.

1. Speakers

Five of the six proposed plenary speakers have been confirmed – Joe Bennett, Ngahihi Bidois, Jonathon Boston, Steve Maharey and Stuart Middleton. Their biographies are on the TEMC website. Profiles for the final speakers will be placed on the website as soon as they are confirmed.

2. Sponsorship

Sponsorship is progressing well with \$114,100 secured to date plus a further \$15,000 in kind confirmed. Sponsors confirmed so far are as follows:

Campus Living Villages	\$33,000
IFM	\$12,000
Woods Bagot	\$11,000
Bassett	\$11,000
Technicard	In kind
Segway	In kind
<i>Campus Review</i>	In kind
Callista	\$5,000
Gallagher SMS	\$5,000
Taylor & Francis	\$5,000
Cyon Knowledge	\$3,500
Automated Logic	\$3,500
Testel	\$3,500
Camatic	\$3,500
Assetta	\$3,500
BEIMS	\$3,500
DHL	\$3,500
Jewel & Buckley	\$3,500
ICAD Consulting	\$3,500
Alerton Australia	\$600

New to the conference will be the involvement of Segway who will be supplying a couple of Segways for the committee and registration staff to use around the venue, as well as a couple of demonstration Segways for delegates to use.

3. Call for Presenters

The Early Announcement and Call for Presenters was sent out via email on 15 January 2008 and regular reminders for abstracts have been emailed at regular intervals. Submission of abstracts was due by 1 March 2008 and by the deadline 60 abstracts had been received. The committee has extended the deadline for submission to 10 March and, based on the number of people who have registered to submit an abstract, it is expected that close to 80 abstracts will be received. Ian Dobson has put together a small group to referee ATEM abstracts (submitted for peer review) and a further two subcommittees have been established to review the ATEM and TEFMA abstracts. Those accepted for the conference will be notified by the end of March.

4. Programme/Tours

At the time of writing the tours were in the final stages of planning. The committee has come up with a variety of options in an attempt to cater for a wide variety of preferences. Options likely to be available include the following:

Educational

University of Canterbury Campus Visit
Tour of Lincoln University Dairy Farm
Tour of Christchurch Polytechnic Institute of Technology's Technology & Tradefit site
Tour of University of Canterbury's Cass Field Station

Informational

Jetboat and Winery Experience
Maori and Wildlife Experience
Tastes of New Zealand Tour
Private Home and Garden Tour

Recreational

Mountainbiking at McLeans Island
Walking at McLeans Island
Segway tour around the inner city

Details of the tours, plus the full programme are anticipated to be on the website by the time Council meets. Alongside the tours (on the Tuesday afternoon) two groups will be meeting. TEFMA will be holding a Cardax Users Group meeting while Maree Conway will be running a forum for Institutional Coordinators.

5. Budget

The budget, as at the end of February 2008, is attached at the end of this report.

Toni Hodge
TEM08 Conference Organising Committee
4 March 2008

2008 TERTIARY EDUCATION MANAGEMENT CONFERENCE - BUDGET	Actuals @ 25/02	GST Inclusive	GST Inclusive	GST Inclusive
FIXED COSTS SET AT 600 DELEGATES				
PRE-CONFERENCE PROMOTION				
Promotional items for 2007 conference	\$2,905.03	\$6,000.00	\$6,000.00	\$6,000.00
Logo Design				
Logo design		\$250.00	\$250.00	\$250.00
Letterhead and Envelopes and Sponsor Document				
Design and printing	\$858.00	\$1,300.00	\$1,300.00	\$1,300.00
Call for Papers				
Design of Conference Call for Presenters	\$396.00	\$500.00	\$500.00	\$500.00
Printing - not required web based		\$0.00	\$0.00	\$0.00
Postage - not required web based		\$0.00	\$0.00	\$0.00
Registration Brochure				
Design		\$750.00	\$750.00	\$750.00
Printing - not required web based		\$0.00	\$0.00	\$0.00
Postage - not required web based		\$0.00	\$0.00	\$0.00
Pocket Program for Conference Delegates				
Design		\$350.00	\$350.00	\$350.00
Printing - based on 600 copies		\$1,000.00	\$1,000.00	\$1,000.00
Conference Proceedings				
Design		\$1,500.00	\$1,500.00	\$1,500.00
Conference proceedings, based on saddle stitched booklet, 4 colour front cover, 1 colour inside pages, 600 copies		\$5,000.00	\$5,000.00	\$5,000.00
Delegate List				
Printing of list		\$300.00	\$300.00	\$300.00
Exhibitors Passport				
Design		\$250.00	\$250.00	\$250.00
Printing		\$250.00	\$250.00	\$250.00
Audio Visual				
Technical Conference 3 day hire, 6 rooms, full ppt provision		\$50,000.00	\$50,000.00	\$50,000.00
Internet Café				
12 x PC's including remote wireless ability		\$12,500.00	\$12,500.00	\$12,500.00
Web page				
Web site set up and updates	\$1,050.00	\$3,000.00	\$3,000.00	\$3,000.00
Set up cost of online registration facility		\$330.00	\$330.00	\$330.00
Monthly charge @\$66 per month		\$500.00	\$500.00	\$500.00
Abstract Submission Facility	\$695.00	\$695.00	\$695.00	\$695.00

Speakers				
Speaker Airfare - International (AUST???)		\$3,000.00	\$3,000.00	\$3,000.00
Accommodation 4 x nights @ \$275 per night		\$1,100.00	\$1,100.00	\$1,100.00
Expenses (on ground transport, room expenses etc)		\$500.00	\$500.00	\$500.00
Speaker Airfare - Domestic - Jonathon Boston (Wellington)		\$500.00	\$500.00	\$500.00
Accommodation 4 x nights @ \$275 per night		\$1,100.00	\$1,100.00	\$1,100.00
Expenses (on ground transport, room expenses etc)		\$500.00	\$500.00	\$500.00
Speaker Airfare - Domestic - Steve Maharey (Auckland)		\$500.00	\$500.00	\$500.00
Accommodation 4 x nights @ \$275 per night		\$1,100.00	\$1,100.00	\$1,100.00
Expenses (on ground transport, room expenses etc)		\$500.00	\$500.00	\$500.00
Speaker Airfare - Domestic - Joe Bennett?		\$0.00	\$0.00	\$0.00
Accommodation 1 x night @ \$275 per night		\$0.00	\$0.00	\$0.00
Speaking Fee - \$3,000 + GST + Expenses (on ground transport, room etc)		\$3,500.00	\$3,500.00	\$3,500.00
Speaker Airfare - Domestic - Ngahihi Bidois		\$500.00	\$500.00	\$500.00
Accommodation 1 x night @ \$275 per night		\$275.00	\$275.00	\$275.00
Speaking Fee - \$4,000 + GST + Expenses (on ground transport etc)		\$4,400.00	\$4,400.00	\$4,400.00
Speaker Airfare - Domestic - Stuart Middelton (Auckland)		\$500.00	\$500.00	\$500.00
Accommodation 4 x nights @ \$275 per night		\$1,100.00	\$1,100.00	\$1,100.00
Expenses (on ground transport, room expenses etc)		\$500.00	\$500.00	\$500.00
Gifts for speakers @100 each		\$600.00	\$600.00	\$600.00
Marketing and Media				
Conference Banner/Signage/Posters		\$4,000.00	\$4,000.00	\$4,000.00
Photographer for onsite during conference		\$750.00	\$750.00	\$750.00
Administration				
Reimbursement for meeting costs (Committee) if required		\$500.00	\$500.00	\$500.00
Repayment of Seed funding		\$15,000.00	\$15,000.00	\$15,000.00
Conference Insurance		\$4,000.00	\$4,000.00	\$4,000.00
Bank fees		\$15,000.00	\$15,000.00	\$15,000.00
Audit fees		\$1,000.00	\$1,000.00	\$1,000.00
Postage of delegate confirmations etc		\$500.00	\$500.00	\$500.00
Freight and Couriers		\$1,000.00	\$1,000.00	\$1,000.00
Meeting Expenses				
Conference Organiser accommodation + meals + on ground travel at meetings (x 6 meetings) x \$250	\$508.15	\$1,500.00	\$1,500.00	\$1,500.00
Staff airfares x 1 x 3 airfares	\$845.00	\$2,400.00	\$2,400.00	\$2,400.00
General Costs				
Conference Organiser accommodation + meals at conference 1 room x 4 nights x \$345 (included in contract arrangement)		\$0.00	\$0.00	\$0.00
Registration desk staff payments - New Zealand based		\$1,000.00	\$1,000.00	\$1,000.00
Staff out of pocket expenses at conference		\$350.00	\$350.00	\$350.00
Secretarial costs				
Registration desk phone/fax/photocopying		\$250.00	\$250.00	\$250.00
Gifts for Delegates and Speakers				

Speakers x \$10 x 70		\$700.00	\$700.00	\$700.00
Delegates x \$7 x 500		\$3,500.00	\$3,500.00	\$3,500.00
Transport				
Miscellaneous delegate transport (hotel shuttle)		\$5,000.00	\$5,000.00	\$5,000.00
ATEM Breakfast				
Per person @ \$35 x 150		\$5,250.00	\$5,250.00	\$5,250.00
TEFMA Breakfast				
Per person @ \$35 x 150		\$5,250.00	\$5,250.00	\$5,250.00
Welcome Reception - Fixed Costs				
Entertainment		\$0.00	\$0.00	\$0.00
Room hire		\$1,500.00	\$1,500.00	\$1,500.00
Security / miscellaneous		\$500.00	\$500.00	\$500.00
Viewing gallery time		\$1,500.00	\$1,500.00	\$1,500.00
Conference Dinner - Fixed Costs - 500 delegates				
Venue Hire		\$7,000.00	\$7,000.00	\$7,000.00
Pack in and Out @\$3.50 per person		\$1,750.00	\$1,750.00	\$1,750.00
Table Hire and Linen @ \$41 per person		\$2,050.00	\$2,050.00	\$2,050.00
Beat Girls and Dance Band		\$4,500.00	\$4,500.00	\$4,500.00
Mark Hadlow as Seargeant Major/ MC		\$5,000.00	\$5,000.00	\$5,000.00
Stage / Light/ Sound/ Production		\$8,000.00	\$8,000.00	\$8,000.00
Heating		\$1,000.00	\$1,000.00	\$1,000.00
Centrepieces @\$40 each		\$2,000.00	\$2,000.00	\$2,000.00
Chair Covers @\$8 each		\$4,000.00	\$4,000.00	\$4,000.00
Jeep		\$200.00	\$200.00	\$200.00
Staff Wearing Uniforms @ \$15 per staff member		\$375.00	\$375.00	\$375.00
Room Hire Costs				
Room Hire		\$40,000.00	\$40,000.00	\$40,000.00
Exhibition Room Costs				
Booth Hire x \$500 x 40		\$15,800.00	\$15,800.00	\$15,800.00
Poster boards		\$500.00	\$500.00	\$500.00
Additional items - internet café etc		\$1,000.00	\$1,000.00	\$1,000.00
Massuse or something similar (NON CRITICAL ITEM - CAN BE REMOVED)		\$1,500.00	\$1,500.00	\$1,500.00
Purchase of pens or other delegate items (NON CRITICAL ITEM - CAN BE REMOVED)		\$2,000.00	\$2,000.00	\$2,000.00
Sponsors Thank you Function				
Beverage package and canapés (10 pieces) 75 pax @\$40.00		\$3,000.00	\$3,000.00	\$3,000.00
Contingency				
		\$5,000.00	\$5,000.00	\$5,000.00
TOTAL FIXED COSTS		\$279,775.00	\$279,775.00	\$279,775.00
Variable Costs		550	500	450

	delegates	delegate	delegates
Conference Management per delegate fee	\$92.00	\$92.00	\$92.00
Name Badges	\$5.00	\$5.00	\$5.00
Satchels/Compendium	\$10.00	\$10.00	\$10.00
Telecommunications / Stationary fee	\$5.00	\$5.00	\$5.00
Food & Beverage at Venue - \$70 per person x 3 days	\$210.00	\$210.00	\$210.00
Happy Hour	\$35.00	\$35.00	\$35.00
Welcome Reception	\$55.00	\$55.00	\$55.00
Conference Dinner - Food (alt drop e&m single dessert) + canapés	\$85.00	\$85.00	\$85.00
Conference Dinner - Beverage	\$45.00	\$45.00	\$45.00
Sub Total of variable costs	\$542.00	\$542.00	\$542.00
	\$298,100.00	\$271,000.00	\$243,900.00
TOTAL OF FIXED AND VARIABLE COSTS	\$577,875.00	\$550,775.00	\$523,675.00
POTENTIAL INCOME			
	550 delegates	500 delegate	450 delegates
Seeding Fund	\$15,000.00	\$15,000.00	\$15,000.00
Registration Fees, Early bird Members@ 875	\$262,500.00	\$240,625.00	\$218,750.00
Registration Fees, Standard Members @ 950	\$47,500.00	\$47,500.00	\$47,500.00
Registration Fees, Non Members early bird @ 975	\$146,250.00	\$121,875.00	\$97,500.00
Registration Fees, Non Members standard @ 1050	\$31,500.00	\$31,500.00	\$31,500.00
Registration Fees, Day Registration Member @ 395	\$3,950.00	\$3,950.00	\$3,950.00
Registration Fees, Day Registration Non Member @ 425	\$4,250.00	\$4,250.00	\$4,250.00
Additional Tickets to Social Program (HH: \$50, WF: \$75, CD: \$150)	\$2,500.00	\$2,500.00	\$2,500.00
Major Sponsor - Campus Living	\$33,000.00	\$33,000.00	\$33,000.00
Conference Dinner -Woods Baggot	\$22,000.00	\$22,000.00	\$22,000.00
Satchel - ifm	\$12,000.00	\$12,000.00	\$12,000.00
Satchel Insert - Alterton Australia	\$600.00	\$600.00	\$600.00
Exhibition Booth - Cyon	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Automated Logic	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Callista (Premium Booth)	\$5,000.00	\$5,000.00	\$5,000.00
Exhibition Booth - IFM - (Included in Package)	\$0.00	\$0.00	\$0.00
Exhibition Booth - Assetta	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - BEIMS	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - CLV - (Included in Package)	\$0.00	\$0.00	\$0.00
Exhibition Booth - CLV - (Included in Package)	\$0.00	\$0.00	\$0.00
Exhibition Booth - DHL	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Technicard - (Included in Package)	\$0.00	\$0.00	\$0.00
Exhibition Booth - Jewel & Buckley	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - ICAD Consulting	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Testel	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Camatic	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Segway (in Kind part of Package)	\$0.00	\$0.00	\$0.00
Exhibition Booth - Taylor Francis (Premium Booth)	\$5,000.00	\$5,000.00	\$5,000.00
Exhibition Booth - Ecoglo	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth - Gallagher (premium Booth)	\$5,000.00	\$5,000.00	\$5,000.00
Exhibition Booth	\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth	\$3,500.00	\$3,500.00	\$3,500.00

Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
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Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
Exhibition Booth		\$3,500.00	\$3,500.00	\$3,500.00
TOTAL OF REGISTRATION AND BOOTH INCOME		\$673,050.00	\$626,800.00	\$580,550.00
Profit / (-Loss) - with no sponsorship or exhibition (booth build cost mentioned above)		\$95,175.00	\$76,025.00	\$56,875.00
			as at Nov 2008	
Potential Sponsorship:				
Sponsorship - Major Sponsor		\$0.00	sold - 2007	
Sponsorship - Conference Dinner		\$0.00	sold - 2007	
Sponsorship - Welcome Reception		\$15,000.00		
Sponsorship - Internet Café		\$15,000.00		
Sponsorship - Satchels		\$12,000.00	sold - 2007	
Sponsorship - TEFMA Breakfast		\$10,000.00		
Sponsorship - ATEM Breakfast		\$10,000.00		
Sponsorship - Name Tags		IN KIND	sold - 2007	
Sponsorship - Happy Hour		\$8,500.00		
Sponsorship - Speakers x45 @ \$4,000 each		\$16,000.00		
Sponsorship - Handbook		\$8,500.00		
Sponsorship - Morning Tea x 3 @\$1100 each		\$3,300.00		
Satchels Inserts x 3 @ \$600		\$1,800.00		
Sponsorship Potential		\$100,100.00		

6.1.2 2009 TEM Conference

SITE INSPECTION REPORT: DARWIN

On Tuesday 26 February 2008, Paula Leishman (Managing Director – Leishman Associates) and Chris Pepper (ATEM) travelled to Darwin to undertake a site inspection of the facilities that are available for the 2009 Tertiary Education Management Conference.

Several options were visited. It should be noted that venues for larger numbers are limited, and that most events in Darwin are held outside in the appropriate climatic conditions. The options that are available offer the opportunity to put together some great events for the conference. These included the following:

Darwin Convention Centre – The Conference Venue:

The construction of the convention centre is progressing well. The plenary room will seat about 750 people and has an intimate feel about it. Only 8 breakout rooms, and no dedicated speakers room. However, the speakers area will be a large space at the back of the Organisers Office.

The DCC is on a green fill site and at the moment is 'in the middle of nowhere'. However, there will be considerable infrastructure built around the centre by the time the conference is on, including 2 x new accommodation hotels. These will only have rooms for 280 guests. As a result, Paula Leishman intends on writing to the Darwin Convention Bureau canvassing them to supply a shuttle bus service from the centre, to the Crowne Plaza and other main city hotels. Otherwise the location of the Convention Centre will mean a taxi or a 30 minute walk for delegates.

It is suggested that the breakfasts be held on site at the convention centre (both ATEM and TEFMA breakfasts), unless one of the new accommodation properties has a suitable room. This is simply due to timing constraints.

Skycity Casino (lawns and inside facilities):

Venue suitable for: Welcome Reception (start)

This is a lovely space which overlooks the ocean and is a perfect view point for sunset. It is recommended that the Welcome Reception occur per the following:

- Delegates make their way to Skycity, where drinks and canapés will be served on the lawns for the first hour, giving delegates an opportunity to watch the sunset
- After the first hour delegates will then be given a small cool bag full of either beer, wine or soft-drinks, and can then spend the rest of the evening making their way through the Mindil Beach markets, which are adjacent to Skycity.
- Should budget allow it, delegates can be given Mindil Money (perhaps \$20) to spend at the market.

Mindil Beach Markets:

Venue suitable for: Welcome Reception (latter part of the evening)

See section above re: Skycity.

Darwin Sailing Club:

Venue suitable for: Conference Dinner

Overlooks the water and is one of the only venues that will seat 500+ delegates in Darwin (the other is the lawns at Skycity). The food is good, and the view is very pleasant. The sailing club actually has the facility to set up a hoeccker over the water which would give a great ambiance to the evening.

Pee Wees Restaurant:

Venue suitable for: TEFMA Awards Dinner

Lovely food and great service. Overlooks the water. The dinner would be held on a grassed area. The venue can do audio visual and actually has access to an inflatable screen, which they use for most of their awards nights and other relevant functions.

Accommodation:

Paula also visited a variety of accommodation options that exist in central Darwin. These are all of a good standard, with a number of different pricing options, and would well suit the Tertiary Education Management conference delegation (see note about transfer requirements in section about the Darwin Convention Centre).

6.3 The Journal of Higher Education Policy and Management

Introduction

With regret, the editor will not be able to attend the March 2008 meeting of council. Please note that the editor thinks that most things are going spiffingly, and he would be pleased to hear opinions to the contrary.

Financial dealings

The bank statement as at the end of December 2007 showed a balance of \$4,925.12. The editorial expenses for 2008 provided by the publisher are not included in this sum. The editor/business manager forwarded an audit report for the Year Ended 30 April 2007 to the Secretariat earlier this year. The editor/business manager provides the secretariat with quarterly statements of financial activity, and statements to the end of December 2007 have been forwarded. The editor will be overseas from 13 February, so in the context of this report, it is not possible to provide more recent figures.

Editorial Board membership

Dr Penny Fenwick recently tendered her resignation from the Journal's editorial board. The editor has offered the vacancy to Dr Mona Chung, of Deakin University.

From 2008, the Editorial Board is now as follows:

Ronald Barnett	University of London, UK
Mona Chung	Deakin University
Maree Conway	Victoria University, Australia
Grant Harman	University of New England, Australia
Salvador Malo	Universidad Nacional Autonoma de Mexico
Theodore Marchese	Academic Search Consultation Service, USA
Vin Massaro	University of Melbourne University, Australia
Lars Nikklason	Uppsala University, Sweden
Michael Shattock	University of Warwick, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans Vossensteyn	University of Twente, The Netherlands
Rob Willis	Monash University, Australia

The Reviews Editor is Gavin Moodie, Griffith University, Australia.

The Journal makes no use of many of the Editorial Board members, but this is not uncommon. Of current Board members, Conway, Harman, Vossensteyn and Willis are regular and willing contributors. Perhaps 2008 would be a good year in which to consider a reconstituted editorial board. Member Massaro will be contacted more often, given the involvement of the LH Martin Institute, of which he is connected.

Sourcing of articles

There continues to be a regular flow of material to the editor, including some practitioner material. The editor has more than enough material from which to assemble each issue. In 2007 the Journal received 147 papers for consideration. Even with the increase to four issues per annum, the Journal's rejection rate is likely to exceed 80 per cent. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality. Appendix 1 summarises the situation in 2007.

Inducement

Authors published in the Journal are reminded of the importance of the existence of scholarly journals as a place to publish research. To this end, it has been the policy of the current editor to 'remind' would-be and eventual authors of this fact. It is now a formal requirement for second-time authors to be current ATEM members. A letter to this effect was sent to non-member authors from 2005-2007. It is hoped that there might be a membership increase on the basis of this e-mail sent out early in 2007.

Journal Content

Journal content is very much dependent on material submitted. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editors' decision to read (and perhaps reject) material before peer review reduces the amount of unsuitable or inadequate material sent for review. Publishable material is returned to authors if it does not meet the Journal's requirements for size and/or style.

The likely Table of Contents page for the June 2008 issue is attached. The publisher no longer allows profligate editors to exceed their agreed page budget, but it IS rocket science trying to meet the budget. Not all of the papers will be in the second issue for 2008; some might need to be held until the next issue.

Other

ATEM offered a refereed paper stream for the 2007 TEM conference. Several authors requested that their work be peer reviewed, and the conference organiser duly sent papers to three reviewers. Although the standard scholarly practice of blind peer reviewing was not observed in 2007 (due to ignorance rather than incompetence), a set of procedures forwarded to the TEM Conference organisers by the editor are likely to be adopted. These procedures were modified from documents relating to the Journal. These procedures state *inter alia*, that for the 2008 conference, it will be necessary for ATEM to ensure that:

- Authors wishing to have their papers reviewed must meet style and timing requirements;
- The conference organiser will need to ensure that scholarly requirements for blind peer review are met;
- Reviewers will need to be advised on the methodology they should adopt in their review. A review form will usually ensure that reviewers adopt a reasonably common process.

Ian R Dobson
Editor

Appendix 1 Statistics of 2007 Paper Submissions

Country of Origin of principal author	Received	Sent for Review	Accepted	Rejected	In Process	Withdrawn	% Sent for Review	% Rejected
Australia	53	39	17	24	8	1	73.6%	54.5%
USA	26	17	5	19	2		65.4%	79.2%
UK	13	10	3	7	2	1	76.9%	70.0%
Nigeria	9	3		8	1		33.3%	100.0%
New Zealand	5	4	2	3			80.0%	60.0%
Malaysia	4	3		3	1		75.0%	100.0%
Spain	4	4		4			100.0%	100.0%
Turkey	4	1	1	3			25.0%	75.0%
Canada	2	1	1			1	50.0%	0.0%
Denmark	2	1		2			50.0%	100.0%
Hong Kong	2	1			1	1	50.0%	
Japan	2			2			0.0%	100.0%
Sth Africa	2	1		2			50.0%	100.0%
Uganda	2	2		2			100.0%	100.0%
China	1			1			0.0%	100.0%
Colombia	1			1			0.0%	100.0%
Cyprus	1	1	1				100.0%	0.0%
Egypt	1			1			0.0%	100.0%
Ethiopia	1			1			0.0%	100.0%
Finland	1	1	1				100.0%	0.0%
Greece	1	1			1		100.0%	
India	1			1			0.0%	100.0%
Iran	1			1			0.0%	100.0%
Ireland	1	1	1				100.0%	0.0%
Israel	1				1		0.0%	
Italy	1			1			0.0%	100.0%
Jamaica/UK	1	1	1				100.0%	0.0%
Kenya	1	1	1				100.0%	0.0%
Middle East??	1			1			0.0%	100.0%
Singapore	1			1			0.0%	100.0%
Slovenia	1	1		1			100.0%	100.0%
Total	147	94	34	89	17	4	63.9%	70.6%

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6.5 Report of the ATEM Foundation

The Minutes of a recent teleconference of the ATEM Foundation Board are below. Attached to them is a draft combined investment policy. It is recommended that the policy be approved.

The Association for Tertiary Education Management Foundation Ltd
ACN 096 513 414
ABN 31 096 513 414

Minutes of a Teleconference of the board of the ATEM Foundation held on Friday 8 February 2008 at 11.00 am Eastern Australian Summer Time.

PRESENT

Richard Easther (Chair)
Tom Gregg
VP Lucy Schulz
Neil Voyce
Ian Marshman
Peter Scardoni (Company Secretary)
Giles Pickford (Minutes Secretary)

1. Apologies

There were no apologies

2. Minutes

The Minutes of the Board meeting held on 24 May were confirmed.

3. Business Arising from the Minutes

3.1 NZ Trust

Tom Gregg reported that the Aotearoa Region had not yet looked at fully activating the New Zealand Trust. The only two Directors of the trust at the moment are himself and Warwick Nicoll, but the Aoteroa Treasurer (Jeff Long) has been contacted and will look at placing funds in the Trust.

3.2 Deductible Gift Recipient Status

Peter Scardoni reported that he had not yet lodged the application with the Tax Department due to the issue of the inability of the ATEM Foundation to distribute funds outside Australia should it be granted deductible gift recipient status. So, while the ATEM Foundation is tax exempt, donations to the Foundation are not yet tax deductible.

The Board decided that the question of distributions to New Zealanders would be resolved once the NZ Trust had become active in generating income. It was agreed that the Secretariat should go ahead and lodge the application.

3.3 Council Resolution

The Board noted the following Council Resolutions.

ATEM Investments

- (i) That the report on the ATEM Pooled Investment Funds be received. Council applauded the achievements of the ATEM Foundation, which has invested in equities yielding 7.81% in income and growth of 44.19%
- (j) That Peter Scardoni produce a list of all regional investments and their maturity dates so that the transition could be monitored over time.

(k) That the ATEM Pooled Investment Fund would be no longer required and the funds would become part of the ATEM Foundation investments in future and the Foundation would have a better balance between the two types of investment (equities and hybrid securities). This would require the Foundation to revise its investment policies to cover hybrid securities as well as equities, and to have the power to return some capital as well as earnings to ATEM when needed.

During this meeting, it was agreed that the two investments needed to be kept with their parent bodies (ATEM Inc and ATEM Foundation), with the total funds pooled for investment. The investments would be managed through the Secretariat as now.

4 ATEM Constitution

The Board agreed that there was no need to change the Foundation Constitution to accommodate the management issues involved in managing ATEM's investments as well as its own.

5. Investment Policy

The Board noted the following comments from Tom Gregg, ATEM President:

1. The Foundation needs to manage the \$A800K which will be consolidated within ATEM Inc accounts during 2008. The funds need to be identified and invested. They may initially need to be identified so that the Regions can identify where the funds they generated have ended up following the reforms, if that is seen as being possible.
2. The current investment policy is to have the Foundation funds invested as 1/3 in income-producing hybrid securities and 2/3 in growth investments in equities. That is fine for the Foundation and is working well for us.
3. When the \$A800K comes into ATEM Inc, we need a similar policy for those funds, remembering that we will need to fund the budgets for the Regions and any strategic initiatives out of income from both membership fees and readily available investment funds. My suggestion is that we look at the following for these funds:
 - 3.1. Initially, we see maybe \$500K or even \$600K of that amount as being funds for investment.
 - 3.2. We invest those funds on the same kind of basis as the existing Foundation funds - ie, with split between income and growth investments (it could be a different split, depending on income needs - even up to 50/50).
 - 3.3. The remaining \$A300K is invested in rolling term deposits in a major bank where we may earn around \$25K to \$30K per annum to help fund operations.
4. In the Foundation's books, we identify the funds that are now Foundation funds, plus any future donations or transfers to the Foundation, and track them and manage them as at present. We also then separately identify the consolidated funds plus any surplus from Regional operations each year, as ATEM Inc investments.
5. ALL the funds are then pooled to be invested and managed under the oversight of the Foundation as our single investment arm, as we do now with ATEM Inc and Foundation funds. That was the decision of Council, and we just need to have the practical elements now to make it all work.
5. The policy from ATEM Council is already in place - in its simplest terms, it is "to have a Foundation", to "have the Foundation design investment policies and make investment decisions for and on behalf of ATEM Council", and now "to have the Foundation as the single investment arm for all of ATEM Inc and Foundation funds".

6. The Foundation Board has on it:
 The ATEM President
 The ATEM VP responsible for the oversight of finances via FMAC,
 The previous VP in that finance role as the Chair
 The ATEM Treasurer
 Another senior member of ATEM and the profession
 The Secretariat finance person as Company Secretary
 The other member of the Secretariat as Minute Secretary

The latter two are the ones charged with making all this happen for the Foundation and ATEM. That group is the one that is now set up to be establishing the detail of the investment practices to be followed.

The Committee discussed these proposals and then resolved as follows:

RESOLVED

The ATEM Foundation agrees to set up a pooled investment fund which would invest both ATEM Foundation funds and ATEM Inc funds. These funds would be separately accounted for in the accounts of each entity.

The ATEM Foundation agrees to manage the investments of ATEM Inc in accordance with an agreed mandate, following advice from ATEM Inc as to its annual cash flow requirements.

A sub-group will consider the issues to be addressed in implementing this and prepare a paper for the ATEM Council's March meeting.

*NOTE: The sub group's proposal is attached at **Page ??***

6. Current Investments

The Board noted the current schedule of investments and dividends paid.

The ATEM Secretariat gave a synopsis on how well the Foundations investments were performing in the current turbulent times. It noted that part of the cash component of the fund was not available as it was being used to overcome cash flow difficulties caused by major one-off demands on ATEM Inc funds arising from the ATEM Journal and the Massaro Review of PD in the Sector.

When funds from the Regions began to flow in these funds would be returned to the Foundation and become available for investment.

7. Proposed New Investments

The ATEM Secretariat submitted proposals for new investments when funds became available

<u>Stock</u>	<u>Price 7/2/08</u>	<u>Div Yield</u>	<u>Mkt Cap</u> <u>(Billions)</u>	<u>PE</u>	<u>Place in</u> <u>ASX 300</u>
<u>GROWTH</u>					
CSL	\$ 35.43	2.94%	\$ 19.85	12	14
One steel	\$ 7.00	2.64%	\$ 5.88	19.3	52
<u>INCOME</u>					
Fairfax Media	\$ 4.11	4.87%	\$ 6.20	18.1	46
Telstra	\$ 4.53	6.18%	\$ 45.50	16.8	6

The Board approved of these prospective investments and delegated to the Chair and the Secretariat the task of determining timing of any new purchases.

8. Other Business

8.1 Donation from the ACT Branch

The Board recorded its appreciation of the old ACT Branch's donation of \$10,000 to the ATEM Foundation.

9. Next Meeting

The next meeting will be held at a time to be decided.

GP 9/2/08

ATEM Inc. and ATEM Foundation: Combined Investment Policies (Adopted by the ATEM Foundation Board on 8 February 2008 and ATEM Council on 12 March 2008)

Investment Policies from 2008 (DRAFT)

1. ATEM Foundation has been appointed the investment arm for the ATEM Foundation and ATEM Inc.
2. ATEM Foundation and ATEM Inc funds will be accounted for separately in the accounts of the appropriate entity.
3. For investment purposes only, the ATEM Inc funds and ATEM Foundation funds will be pooled, to gain best advantage.
4. Investment reports from the Secretariat will be on two separate spreadsheets - one for each entity.
5. For ATEM Foundation, the policy is to invest in diversified equities, with a reasonable yield and good growth prospects, on a ten-year investment horizon.
6. For ATEM Inc, the policy is to invest all funds surplus to budget needs in hybrid securities, interest rate securities, bonds and term deposits on a one-year investment horizon.

Tom Gregg
ATEM President

Richard Easter
Foundation Chair