

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

There will be a Meeting of the ATEM Council Sunday 28 September 2008 at 12.30 pm in the VIP Boardroom, located on level 1 of the Convention Centre, Christchurch NZ

FMAC will be meeting in the same room at 9.30 am on Sunday 28 September 2008.  
The contact numbers for the Hotel are: Telephone +64 3 366 8899, Fax + 64 3 363 3364  
Email [Philippa.Cooper@vbase.co.nz](mailto:Philippa.Cooper@vbase.co.nz)

**Delegates**

Tom Gregg	ATEM President
Chris Pepper	Vice-President
Stephen Weller	Vice-President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Linda McLain	ATEM Councillor
Heather Davis	ATEM Councillor
Ali Hughes	Chair Aotearoa Region
Joanne Austin	Chair Bass Region
Judy Szekeres	Chair Central Region
Jennifer Till	Chair NSW/ACT Region
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Chair Tropical Region
Ken McCluskey	Chair Western Region

**In attendance**

Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat
Ian Dobson	Editor of the Journal

**\*1 Welcome and Apologies**

The President will welcome VP Stephen Weller to his first meeting.

**\*2 Starring of Items**

The President will move moved that all unstarred items be resolved in the affirmative.

**\*3 Minutes**

3.1 The Minutes of the meeting held in Melbourne on 12 June 2008 are attached. For Confirmation **Pages 4-8**

3.2 Copies of Flying Minutes are also attached. **Pages 8-10** For noting

**4 Business Arising from Council Minutes**

**4.1 ATEM Action Sheet**

The Action Sheet as at 15 September is attached. **Pages 10-11** For Noting

#### **\*4.2 President's Report**

The President will report on a number of items. For noting

#### **\*4.3 Change Management**

Stephen Weller's report from the Change Management Committee is attached. [Pages 12- 21](#)  
For discussion

##### **\*4.3.1 Strategic Directions Statement**

The draft statement is attached. [Pages 22-26](#) For adoption.

##### **\*4.3.2 Membership Models**

Judy Szekeres's report on alternative membership models is attached. [Pages 27-32](#) For discussion

##### **\*4.3.3 Branding and Marketing**

Jo Miller's report on Branding and Marketing is attached. [Pages 33-42](#) For discussion

##### **\*4.3.4 Response to the Massaro Report**

Maree Conway will report.

#### **\*4.4 FMAC**

The FMAC Agenda is attached. Rex Jones will report on the meeting held at 9.30 am. [Pages 43-69](#)

#### **\*4.6 PD Program for 2009**

The draft PD Program for 2009 is attached. [Pages 70-72](#) For discussion

### **5. Reports**

#### **5.1 Awards and Grants**

\*5.1.1 The **CONFIDENTIAL** Minutes of the Awards and Grants Committee are attached. [Pages 73-74](#)

VP Chris Pepper has also prepared the attached paper on a new Award as agreed at the last meeting: the Ian Chubb AC Career Development Award. [Pages 75-76](#)

5.1.2 Maree Conway's report on her Peter Karmel International Travel Grant will be tabled.

#### **5.2 International Affiliations**

The ATEM Delegates to international conferences and affiliate delegates attending TEMC are shown below. For noting

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 13-16 April 2009 Chicago	RC Judy Szekeres (Central)	
AAUA June 2009 Washington	RC Jo Miller (Tropical)	
AUA 6-8 Apr 2009 Exeter	Lucy Schulz (Central)	
ACHEA TBA July 2009 Venue TBA	Vacancy	

### **5.3 Report from the Editor of the Journal**

Ian Dobson's report is attached. **Pages 77-79** For noting

### **5.4 Corporate Member's Campaign**

A report from the ATEM Secretariat is attached. **Pages 80-81** For noting

### **\*5.5 Annual General Meeting of the ATEM Foundation**

The ATEM Council will reconvene as the AGM of the ATEM Foundation. The Agenda for the AGM, the report of the Directors, and the audited annual accounts are attached. **Pages 82-93**

## **6. Conferences**

### **\*6.1.1 2008 TEM Conference**

(a) Toni Hodge's report is attached. **Pages 94-100** For noting

### **\*6.1.2 2009 TEM Conference**

VP Chris Pepper and RC Jo Miller will table their report. For discussion

### **6.1.3 Future Conferences**

Future Conferences will be **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012, **Hobart** 2013, **Perth** 2014, **Sydney** 2015

## **\*7. Late Item: ATEM Web Site**

Maree Conway has submitted a report on her discussions with Mack Nevill on the ATEM web site. **Pages 100-102**

## **8. Next Meetings**

**Thursday 11 December in Sydney**  
**Crowne Plaza Motel, Darling Harbour, east side**  
 FMAC 9.00 am  
 Council 11.00 am

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

Minutes of a Meeting of the ATEM Council held on 12 June 2008 in the Grand Chancellor Hotel, 131 Lonsdale Street, Melbourne at 1.15 pm

**Present**

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Linda McLain	ATEM Councillor
Heather Davis	ATEM Councillor
Neil Voyce	Representing Chair Aotearoa Region
Jane Kovacs	Representing Angela Boyes, Co-Chair Bass Region
Joanne Austin	Co-Chair Bass Region
Judy Szekeres	Chair Central Region
Jennifer Till	Chair NSW/ACT Region
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Chair Tropical Region
Ken McCluskey	Chair Western Region

**In attendance**

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

**1 Welcome, Apologies and Presentation**

The President welcomed Rex Jones of Central Region who is the new Association Treasurer, and Jane Kovacs representing the Co-Chair of Bass. He also welcomed Ken McCluskey, the new Chair of the Western Region. All were attending their first meeting.

Apologies were accepted from Ali Hughes (Chair Aotearoa) and Angela Boyes (Co-Chair Bass)

The President then announced that Toni Hodge had been promoted to the level of ATEM Fellow and he presented her with her certificate and badge, accompanied by acclamation.

**2 Starring of Items**

The President explained the starring of items, asked for any changes required to the starring of items as per the Agenda, and then moved that all unstarred items be resolved in the affirmative. The motion was carried

**3 Minutes**

The Minutes of the meeting held in Sydney on 12 March 2008 were confirmed.

**4 Business Arising from Council Minutes**

**4.1 ATEM Action Sheet**

The ATEM Action Sheet as at June 2008 was noted.

**4.2 President's Report**

The President reported on various items of business arising, including

- UA Joint Courses: UA has now confirmed that it will no longer be involved in providing training courses, and that the LH Martin Institute and ATEM were now expected to discuss the needs of the Sector and to jointly move into that space.
- A relationship with DEEWR has been established through discussions with the Secretary (Lisa Paul) and the Department has now become a Corporate Member with Jason Coutts being the main contact person.
- A relationship with NZVCC has been established with Penny Fenwick the new Executive Officer who has been an ATEM member since the founding of the old New Zealand Branch.
- Establishing a relationship with TAFE Directors has proved to be difficult. This is an on-going matter, requiring further attention.
- TEFMA has agreed with the concept of a joint but separate Secretariat in Canberra, They have also agreed to appoint Giles Pickford and Peter Scardoni to establish that TEFMA Secretariat, with a lot of the office infrastructure being shared with ATEM.

The President's report was noted.

### 4.3 FMAC

The Minute of the FMAC meeting held the previous day were tabled. Lucy Schulz reported on decisions and recommendations arising from the meeting.

### RESOLVED 3/08

That the FMAC Report be accepted and the following actions taken

- (a) That the 2008-11 budgets must be completed by the end of July 2008 and reported to Council for adoption by Flying Minute.
- (b) That all the old Branch bank accounts and term deposits must be closed and the ATEM funds returned to the main account as soon as possible and not later than the end of August.
- (c) That the new Banking System be implemented with credit cards assigned to one responsible officer in each region, and in the case of Bass, two credit cards (one for Victoria and the other for Tasmania) with both being the responsibility of the Melbourne Officer.
- (d) That the cheque signatories for the main Bank account be any two of the Treasurer, the Assistant Treasurer and the Assistant Secretary.
- (e) That a separate Bank account be established in the Aotearoa Region and that the signatories be any two of the Regional Chair, the Secretary/Treasurer and the Immediate Past Chair
- (f) That Neil Voyce's offer to re-write the Finance Manual and the Financial Delegations Document be accepted and that the final draft be vetted by the Treasurer and Peter Scardoni and then distributed to Council for adoption by Flying Minute early in August.
- (g) That Chris Pepper's recommendations for a risk assessment exercise be accepted at the level of risk indicated; that loss of reputation with the Institutions be added as a risk; and that a risk assessment be carried out for the TEM Conference annually, for ATEM on a regular basis, and for the ATEM Foundation once in order to review its investment risk policy. The Risk Assessment Team, as established at the March 2008 meeting, is Chris Pepper, RC Ali Hughes (Aotearoa), RC Jennifer Till (NSW/ACT), VP Lucy Schulz (Central) and Peter Scardoni (ATEM Secretariat),

### 4.4 Strategic Planning Meeting and the Region-wide Survey of Needs

Maree Conway, on behalf of Council, had welcomed Vin Massaro and Lorraine Perry of Massaro Consulting to a separate Strategic Planning Meeting. She had also welcomed Lynn Meek of the L H Martin Institute and Professor Stephen Weller, Pro Vice-Chancellor (Students) of the Victoria University to the same meeting as expert and external participants. Vin Massaro presented the first draft of his report and various comments were made. Overall Council was impressed by the report and congratulated its authors. The final report should be ready for wide dissemination in a month or two.

Maree Conway then conducted a strategic planning exercise involving futures techniques which looked deeply into what ATEM thinks that it ought to be. The outcomes of this one-day meeting will be reported separately. However, it is recorded here that two groups were appointed to carry ideas

forward: one on **Membership** chaired by Judy Szekeres to look at different models for ATEM Membership, and one on **Raising ATEM's Profile** chaired by Jo Miller of CQU.

#### **4.5 Report from the Professional Development Coordinator**

Maree Conway reported on the development of the 2009 PD Program and a session at TEMC 2008 for those volunteers involved in the development of professional development in regions, including Institutional Coordinators (ICs).

She reported that a planning session with PD Coordinators would be held after the NSW/ACT Branch Conference on 25 July.

In discussion it appeared that combining Institutional Coordinators into the PD Planning Program was too difficult as their roles were different. However, Lucy Schulz agreed to gather the ICs together during the TEM Conference for a briefing about their roles.

#### **4.6 Branding and Marketing**

The NSW/ACT Regional Chair displayed their Region's Members Welcome Pack to the meeting. There was a discussion on producing an ATEM-wide pack. The ideas were referred to Jo Miller's Group appointed under item 4.4.

#### **4.7 ATEM AGM**

Council noted that the 2008 AGM had been conducted very effectively and successfully over the internet. The next AGM will be held in late April/early May 2009.

#### **4.8 Policy Documents**

##### **RESOLVED 3/08**

That the following Policy Documents be adopted

- Institutional Coordinators
- The Standing Orders for Council Meetings

#### **4.9 ATEM Awards and Grants**

Council discussed a policy document from Chris Pepper and a response to it from the Bass Region. After some discussion it was agreed to refer the matter back to the Awards and Grants Committee for a final report to the December meeting.

### **5. Affiliations**

#### **5.1 International Affiliations**

Council noted the following ATEM Delegates to international conferences and affiliate delegates attending TEMC are shown below.

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 24-27 Mar 2008 Orlando Florida	VP Lucy Schulz Central	
AAUA 26-28 June 2008 Salt Lake City Utah	RC John Swinton SE Qld/NR	
AUA 31 Mar-2 Apr 2008 York	Cr Linda McLain Western/Aotearoa	Bruce Nelson
AUA 6-8 Apr 2009 Exeter	VP Lucy Schulz	
ACHEA 9-12 July 2008 Cayman Islands	<i>This Conference has been cancelled.</i>	

It was agreed that the ATEM Secretariat should circulate the 2009 conference details of ACCRAO and AAUA to Council members calling for expressions of interest. Judy Szekeres expressed interest in the 2009 ACCRAO Conference.

## **6 Reports**

### **6.1 Conferences**

#### **6.1.1 2008 TEM Conference**

Council discussed Toni Hodge's report. Council noted with pleasure that all six keynote speakers had now been finalised with Liz Harman the final to confirm, that there was \$153,100 in sponsorship support and that there had been 154 registrations to date.

#### **6.1.2 2009 TEM Conference**

VP Chris Pepper and Jo Miller reported on progress. The urgent task is to get the theme and a presentation pack ready for the launch of the Conference in Christchurch. The nucleus of an organising team is forming, but at this stage TEFMA's representatives are not confirmed, following organisational changes at CDU.

#### **6.1.3 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, **Hobart** 2013, **Perth** 2014, **Sydney** 2015 (the last three are being considered for confirmation at the next TEFMA Board meeting)

### **6.2 Report from the Editor of the Journal**

Council discussed Ian Dobson's report. It was agreed that future TEMC Organising Committees need to be advised that the session that Ian Dobson and others give on how to get published should not be regarded as competing with any proposed paper given by an individual. This is an information session for delegates and members, and needs an on-going time-slot at the Conference. This timeslot could be scheduled separately to the concurrent sessions so as not to reduce the number of presenting slots available.

### **6.3 Report of the ATEM Foundation**

Council noted the latest spreadsheet on ATEM and Foundation investments in tabled papers. It noted that ATEM's investments are in government bonds, interest rate securities and hybrid securities including convertible notes, and that the Foundation investments are all in equities. There are two types of equities in the Foundation, shares which are bought for growth and therefore have low dividend yields, and shares which are bought for income, but have slow growth potential. Council noted that in spite of the turmoil in debt and equity markets, the value of the Foundation's investments were still higher than their cost.

### **6.4 Report of the Executive Committee**

The President reported that after a consultation process with the Emeritus Chapter, expressions of interest were called for the position of Convenor of Ghosts. The Executive Committee had considered the submissions and recommended that Giles Pickford be appointed Convenor of Ghosts to the AGM of April 2011. Council accepted the recommendation with pleasure. The President is to advise the members of the Emeritus Chapter.

Council also noted that the Ghosts had so far made the highest contributions to the ATEM Foundation from individuals, while Bass had made the highest contribution from a Region.

## **7. Statement from the President**

Tom Gregg addressed Council about his intentions concerning change management and about his plan to stand down as President of ATEM.

He stated that he would appoint a change management group to take the 2010 Reforms through to completion. The group would include internal and external members, and Tom Gregg would invite a senior member of ATEM to be the external Chair to lead that process.

He also stated that, as foreshadowed in 2006, he would stand down from the Presidency during the TEM Conference in Christchurch. He outlined the criteria that he felt a new President should meet, and invited Council members to send him any thoughts about possible candidates whom he might approach to see if they would consider making themselves available to stand for election. Anyone identified that way would need to agree to nominate in the normal election process, which will be conducted by the Returning Officer in August.

## **8. 2008 Meetings**

Council noted the following remaining meetings in 2008:

Sunday 28 September at 11.00 am - Christchurch

Thursday 11 December at 11.00 am – Sydney

All Council meeting are preceded by FMAC meetings at 9.30 am.

*GP 14/6/08*

**Flying Minute on Casual Vacancy for Vice-President, ATEM Council  
Sent to Council on 7 July as follows:**

Dear Council Members

You will have been advised by Giles that VP Lucy Schulz has decided to resign from her current position as one of our Vice Presidents with effect from yesterday. I was sorry to receive her emailed resignation and Lucy and I had an email discussion about the decision. However, as I said to Lucy, we are all volunteers, and she has to make the decisions that best suit her circumstances. I know that you will all join me in thanking Lucy for her energy and effort in leading the ATEM 2010 reform agenda, and successfully bringing that to Council and the AGM in 2007.

However, Lucy's unexpected resignation has left us with a need to fill that gap in our leadership as a casual vacancy, and to look at our leadership from now until the declaration of the results of next round of elections at the AGM in April 2009.

Starting from the latter point, I have discussed this with some members of the Executive and Secretariat whom I could phone today, and I have decided with them that the best thing in terms of continued stable leadership now, is for me to serve out the balance of my current term (through until April 2009), rather than stand down in October this year, after the TEMC. I was very ready to stand aside in October, but I will now be continuing in the role for a little longer than I had planned.

The casual vacancy is one that Council can fill from now through to the next elections. I gave this a lot of thought today, and looked at the best possible options we have, and checked my thinking with others. As a result, I talked to Stephen Weller today, and I suggested that it would make great sense for him to make himself available to serve ATEM as one of the Vice Presidents, which would neatly dovetail in with his role as Chair of the Change Management Group.

I am therefore asking for your agreement to act rapidly in this case. We need that leadership NOW to be alongside Chris Pepper to lead us forward in that final implementation of the reforms. I have talked to Chris and he agrees that this is necessary and that the solution I have suggested is a good one for ATEM.

I would therefore now ask that Council approve the motion to appoint Stephen Weller into the Casual Vacancy we now have for a Vice-President. I would also ask that we move very rapidly in this case, and I apologise for that - but we have an unusual set of circumstances. I would like to have your agreement by close of the working day on **Thursday 10 July** in this case. You should email your vote to Giles Pickford [atem1@bigpond.com](mailto:atem1@bigpond.com) who will act as returning officer. We will also follow the usual pattern for these internal Council decisions, and take any "no response" by that time and date, as a vote in the affirmative or an abstention.

Thank you for that. I look forward to your response.

Kind regards

Tom

**Votes in Favour:** Tom Gregg, Chris Pepper, Heather Davis, Ken McCluskey, Jennifer Till, Joanne Austin, Toni Hodge, John Swinton, Angela Boyes, Rex Jones, Judy Szekeres, Linda McLain, Jo Miller.

**Votes Against:** None

**Abstentions or Absent:** Ali Hughes

**Carried Nem Con**

**ATEM COUNCIL FLYING MINUTE No 3/2008**

**TO:** ATEM COUNCIL MEMBERS  
**FROM:** Tom Gregg, ATEM Inc. President  
**CONTACT PERSON** Giles Pickford [atem1@bigpond.com](mailto:atem1@bigpond.com)  
**DATE:** 19 August 2008

**Appointment of Linda Jackson to FMAC**

Council is informed that Jeff Long (Aotearoa) occupied the position on FMAC designated as “A Regional Treasurer”. Jeff has vacated this position.

The President and Association Treasurer have recommended Linda Jackson, the Regional Treasurer for Bass as a replacement. Linda has consented.

This is Rex Jones’s supporting statement for the appointment.

“I support the appointment of Linda Jackson to FMAC

As Treasurer of our biggest region I believe that her advice on the financial management of professional development activities and other financial issues facing ATEM would be of value to the group

I also believe that her experience and advice could be of value to the Treasurers of emerging regions

Having Linda as part of the team may also hasten the consolidation of ATEM’s finances “

**Recommendation**

That Linda Jackson be appointed as the Regional Treasurer on FMAC.

Please indicate how you vote on this matter

Giles Pickford and Peter Scardoni  
ATEM Secretariat  
19 September 2008

**In Favour:**

Tom Gregg, Rex Jones, Chris Pepper, Stephen Weller, Toni Hodge, Linda McLain, Jo Miller, Ali Hughes, Heather Davis, Ken McCluskey, Judy Szekeres, Joanne Austin, Jenny Till.

**Carried Unanimously**

### ATEM ACTION SHEET AS AT 19 September 2008 Overdue Items in Red Completed in Blue

TOPIC	REF	DETAIL	ACTION OFFICER	TIMELINE	PROGRESS REPORT																														
<b>1. ATEM Foundation</b>		Work with FMAC to gain the best gains from ATEM's cash assets.	R. Easther G. Pickford	No deadline	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: right;">Quantum</th> <th style="text-align: right;">Yield P.A.</th> </tr> </thead> <tbody> <tr> <td>ATEM</td> <td style="text-align: right;">\$ 86,493</td> <td style="text-align: right;">\$ 7,932</td> </tr> <tr> <td>Foundation</td> <td style="text-align: right;">\$116,256</td> <td style="text-align: right;">\$ 6,451</td> </tr> <tr> <td><b>Totals</b></td> <td style="text-align: right;"><b>\$202,749</b></td> <td style="text-align: right;"><b>\$14,383</b></td> </tr> </tbody> </table>		Quantum	Yield P.A.	ATEM	\$ 86,493	\$ 7,932	Foundation	\$116,256	\$ 6,451	<b>Totals</b>	<b>\$202,749</b>	<b>\$14,383</b>																		
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<b>2. Membership Campaign</b>		<p>Set Targets for Institutional Coordinators and report on progress against targets to December 2008 Council.</p> <p style="color: red;">NSW/ACT now needs to set targets for the next 4 months to December 2008.</p> <p>Bass needs to set a new target</p>	Branch Presidents & Institutional Coordinators	March 08	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Branch</th> <th style="text-align: right;">Actual</th> <th style="text-align: right;">- Target for Dec 08</th> </tr> </thead> <tbody> <tr> <td>Aotearoa</td> <td style="text-align: right;">238</td> <td style="text-align: right;">300</td> </tr> <tr> <td>Bass</td> <td style="text-align: right;">426</td> <td style="text-align: right;">401</td> </tr> <tr> <td>Central</td> <td style="text-align: right;">110</td> <td style="text-align: right;">120</td> </tr> <tr> <td style="color: red;">NSW/ACT</td> <td style="text-align: right; color: red;">330</td> <td style="text-align: right; color: red;">?</td> </tr> <tr> <td>SE Qld/N Rivers</td> <td style="text-align: right;">124</td> <td style="text-align: right;">125</td> </tr> <tr> <td>Tropical</td> <td style="text-align: right;">40</td> <td style="text-align: right;">57</td> </tr> <tr> <td>Western</td> <td style="text-align: right;">86</td> <td style="text-align: right;">110</td> </tr> <tr> <td style="border-bottom: 1px solid blue;">International</td> <td style="text-align: right; border-bottom: 1px solid blue;">17</td> <td style="text-align: right; border-bottom: 1px solid blue;">18</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>1,371</b></td> <td style="text-align: right;"><b>?</b></td> </tr> </tbody> </table>	Branch	Actual	- Target for Dec 08	Aotearoa	238	300	Bass	426	401	Central	110	120	NSW/ACT	330	?	SE Qld/N Rivers	124	125	Tropical	40	57	Western	86	110	International	17	18	<b>Total</b>	<b>1,371</b>	<b>?</b>
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<b>3. Affiliations</b>		Make approaches to DEEWER and NZVCC and <span style="color: red;">TAFE Directors</span>	T. Gregg/G. Pickford	June 08	The President has made contact with the Secretary of DEEWR and the CEO of NZVCC. DEEWR is now a Corporate. <span style="color: red;">TAFE is still unresolved.</span>																														
<b>4. TEMC Coordination Team</b>	Counc 9.1.5	Create a working relationship with all TEMC teams Undertake risk assessment of TEMC with TEFMA	C. Pepper C. Pepper	March 08 September 08	VP C. Pepper has visited Darwin with Leishman & Associates.																														
<b>5. Institutional Coordinators</b>	Counc June 08	Organise a Breakfast Session for Institutional Coordinators at TEMC	H Davis	September 08	Done																														
<b>6. Review of Grants</b>	Counc 9.2	Review ATEM Grants and introduce Regional Grants	C. Pepper	December 08	C. Pepper reported to Council in March and June. Final report due in December.																														
<b>7. Conduct Risk Assessment</b>	Exec Dec 07	Conduct a risk assessment of ATEM and of TEMC	C. Pepper	September 08																															
<b>8. Strategic Directions</b>	Counc Mar 08	Complete Strategic Directions Statement	M. Conway S. Weller	September 08	Strategic Planning days held in May 08. Working groups formed. Draft statement prepared for Council consideration.																														
<b>9. Change Management Team</b>	Counc June 08	Manage the ATEM reform process through to completion The green blocks below relate to the Change Management Process.	S. Weller	September 08	The Change Management Team has been established and is meeting. The first face-to-face meeting was in August. The report to Council has been drafted.																														
<b>PD Coordinator Issues</b> <b>10. Martin Institute</b>	Counc 5.1/07	Manage relationship with L H Martin Institute	M. Conway/S. Weller	Ongoing	Advisory Board meeting held 4 July 08																														
<b>11. Survey of PD in Aust and NZ</b>	Counc 4.4/07	Review of ATEM PD	M. Conway/S. Weller	Dec 08	The PD Committee met in Sydney on 29 August. The report is being drafted.																														
<b>12. Regional PD</b>	Counc Dec 07	Work with Supervisory Group J Swinton, L. McLain assisted by Cr Heather Davis	M. Conway	Ongoing																															

TOPIC	REF	DETAIL	ACTION OFFICER	TIMELINE	PROGRESS REPORT
<b>13. TEMC 2009 Session</b>	Counc Mar 08	Run a session at TEMC 2008 for those volunteers involved in the development of professional development in regions.	M. Conway	September 08	PD Planning Group agreed session would be replaced by breakfast meeting
<b>14. Review of Membership</b>	Counc June 08	Review various membership models and recommend to Council on new ideas for membership structure	Judy Szekeres M. Conway	September 08	A draft report has been submitted.
<b>15. Raising ATEM's Profile</b>	Counc Jun 08	Report on ways on raising ATEM's profile	Jo Miller G. Pickford	September 08	Two Teleconferences held. Report in preparation.
<b>FMAC ISSUES</b>					
<b>16. Tax Deductibility</b>	Counc 9.4	Foundation to apply for deductible gift recipient status from ATO	R. Easther P. Scardoni	Dec 07	Awaiting Confirmation from Tax Adviser
<b>17. Transition Finances</b>	Counc 7/07	Produce Finance Manual and Financial Delegations Doc.	Rex Jones P. Scardoni Regional Chairs	Early August 08	Council Resolved that the Finance Manual and the Financial Delegations Document must be adopted by Flying Minute early in August. Finance Manual done.
<b>18. Transfer of Funds</b>	Council June 08	Ensure that all old Branch banks accounts are closed and funds transferred to ATEM Inc	Rex Jones P. Scardoni	August/Sept 08	
<b>19. Quickbooks Manual</b>	Counc Sep 07	Write Users Manual for the Single Accounting System	P. Scardoni N. Voyce	September 08	
<b>20. 'Whole of ATEM' 3-year rolling budget</b>		Revise and Update ATEM 3-year rolling budget with new format to accommodate PD Programs in Regions	Rex Jones P. Scardoni	July 08	Council resolved that the budget must be ready by the end of July and adopted by Flying Minute. Budget ready to send out.
<b>21. Compliance Audit</b>	FMAC Dec 07	Request Auditor to conduct a complete compliance audit covering legislation and international accounting standards	Rex Jones P. Scardoni	Dec 08	
<b>22. Regional Chairs</b>	1.	Plan 2009 PD Program in collaboration with M. Conway	All Chairs M. Conway	Jan 09	First meeting held on 29 August. Draft program framework drafted.
	2.	Ensure that the Regional three-year rolling budget has been submitted to the ATEM Secretariat	All Chairs	September 08	Done
	4.	Appoint Institutional Coordinators throughout Region.	All Chairs	September 08	Done
	5.	Conduct Regional Committee Elections towards the end of 2008	All Chairs G. Pickford	September 08	Done

## **Item 4.3 Report of the Change Management Team**

### **1. REPORT TO COUNCIL**

#### **Overview**

The Change Management Team (CMT) was established by the Council in June 2008 at the request of the President, Tom Gregg, and with a primary focus on ensuring the 2010 Group Reforms were effectively implemented and ensuring that ATEM was operating under the new regional model by the time of the Council in September 2008.

The CMT met on two occasions, the first via teleconference, on 18 July and the second face-to-face at the LH Martin Institute on 15 August. This Report to Council is structured around three sections; namely an Action Plan, Communications Plan and a Financial Plan. The Report makes a total of sixteen recommendations for the consideration of Council which are designed to provide a secure foundation for ATEM moving into 2009.

#### **Key Themes**

In preparing the Report, and the associated recommendations for the consideration of Council, the CMT also identified four key themes that should guide Council's immediate consideration of the future of ATEM. These themes are:

- Reframing the Strategic Purpose of ATEM
- Revising the Membership Models of ATEM
- Reconceptualising the Professional Development of ATEM
- Considering the Secretariat Operations of ATEM

### **2. ACTION PLAN**

#### **Terms of Reference**

1. To take the steps necessary to complete the implementation of the ATEM reforms, as approved by the ATEM AGM in September 2007. This implementation includes the Professional Development reforms, the structure and leadership of the Regions, the role of President and Council, and the financial reforms.
2. Ensure that Regional Chairs and Committees are in place and are in tune with the reforms.

#### **Progress Report**

- The CMT noted that Regional Committees were in place in each of the regions. A Report on Regional Elections can be found at pages 9 & 10.
- The CMT discussed the length of terms of office for Regional Committees and felt it would be beneficial to extend these to two years as was the case with the ATEM Council.
- The CMT discussed the importance of ensuring close relationships between the Regional Committees and the Institutional Co-ordinators.
- The CMT discussed the Massaro Report on the 'Review of Professional Development' and identified there were three key issues to emerge from the recommendations of the report; central co-ordination for professional development, regional focus and delivery of professional development and the importance of Council and the President in guiding and championing professional development.
- The CMT discussed the draft 'Strategy Statement' prepared by Maree Conway and gave in-principle endorsement as providing a clear and succinct focus for the future of ATEM.

- **ACTION PLAN - RECOMMENDATIONS**

- The CMT recommends that Council revises the ATEM Constitution so that the terms of office for Regional Committees are two years with half falling vacant each alternate year
- The CMT recommends that Council revises the ATEM Constitution to require Regional Committees to meet at least twice a year with all Institutional Co-ordinators in the region
- The CMT recommends that Council engage with the LH Martin Institute in a formal partnership in relation to professional development including a joint appointment for a Professional Development Co-ordinator
- The CMT recommends that Council endorse an Annual Professional Development Program that features each region conducting a 'Regional Conference'. (In the smaller regions these could be held every two years).
- The CMT recommends that Council confirm the central role of the President in advocating professional development and that this be documented in the 'President Responsibilities'
- The CMT recommends that Council endorse the 'Strategy Statement' as providing the focus for the future of ATEM

### **3. COMMUNICATION PLAN**

#### **Terms of Reference**

3. Ensure that ATEM Council, ATEM Secretariat, and the ATEM Regional Committees are clear on their roles and responsibilities.
4. To plan for and communicate with ATEM members through a campaign that gives members the vision for ATEM in its new form, confidence in the outcomes of the reforms, assistance in understanding the changes that have been made. Give some particular attention to communication with Corporate Members in this campaign.

#### **Progress Report**

- The CMT discussed the preliminary reports of the 'Membership Models Group' and the 'Branding and Marketing Group' and agreed that these were core to securing a revised focus for ATEM. The CMT noted that these two groups would provide separate reports to Council in September. The CMT believed that in considering revised models of membership the Council should focus on three key stakeholder groups: individual, corporate, public. In addition, the CMT felt that in considering revised branding and marketing the Council should commission a formalised 'Communications Strategy, probably by an external commissioned agency, after the Council meeting in September.
- The CMT discussed the Organisational Responsibilities document and agreed that these should be updated to include set of explicit expectations about ATEM and their responsibility for communicating effectively within their relevant areas (eg Regional Chairs and Regional Committees).
- The CMT also discussed the need to seek regional and wider member feedback on the next version of the Organisational Responsibilities document, and update it after consideration of that feedback. It was also agreed that a position within the Secretariat should have responsibility to update this document on an annual basis.
- The CMT discussed the importance of the Weekend Update but agreed there needed to be an enhanced version that could keep the membership informed of implementation steps and changes as they occur. Initially, this will be an update on what's happened to date (maybe through the next

issue of ATEM Matters), and then weekly updates about action being taken both at the Association level and within the Regions. The CMT also discussed the need to provide a range of options for members to provide feedback – ATEM Suggestion Box, email, social networking sites, as well as via institutional coordinators and regional committee members.

- The CMT discussed the need for a targeted communication campaign to Individual Members including a personal letter to each member in the next edition of the Journal about what the changes mean for individual members.
- The CMT also discussed the need for a targeted communication campaign to Corporate Members once the revised membership models are determined. The CMT noted that a shift in membership models will influence the type of relationship ATEM has with Corporate Members, and the types of benefits/advantages provided.
- The CMT also discussed the need for ATEM to broaden its membership across the tertiary education system and target TAFE Institutes in Australia and Polytechnics in New Zealand with a view to raising profile and increasing membership.
- The CMT considered the relationship of ATEM to other professional associations and agreed that it was timely to engage in greater collaboration with a view to ATEM operating as an association ‘for the sector’. It was agreed that ATEM, in conjunction with the LH Martin Institute, should host a forum of Tertiary Education Professional Associations.

### **COMMUNICATION PLAN - RECOMMENDATIONS**

- The CMT recommends that Council frame future models of ATEM membership around three key stakeholder groups: individual, corporate and public
- The CMT recommends that Council commission a formal ‘Communications Strategy’ by an external agency after the Council consideration of the Strategy Statement, the Membership Models Report and the Branding and Marketing Report
- The CMT recommends that Council revisit the existing Organisational Responsibilities document to ensure that it reflects the new structure, and is clear in its intent in terms of allocation of responsibilities
- The CMT recommends that the Council endorse the development of an enhanced format for the Weekend Update that was more aligned to current social networking developments and that there also be an associated enhancement of the ATEM website to allow for feedback and comment from members
- The CMT recommends that Council endorse a targeted communication campaign to Individual and Corporate members following the Council Meeting in September and the consideration of the Strategy Statement and the revised membership models
- The CMT recommends that Council endorse a targeted approach to profile raising and membership growth within TAFE Institutes in Australia and Polytechnics in New Zealand
- The CMT recommends that Council endorse that ATEM, in conjunction with the LH Martin Institute, should host a forum of Tertiary Education Professional Associations

#### **4. FINANCIAL PLAN**

##### **Terms of Reference**

5. To finalise the financial aspects of the reforms, and ensure the set-up of accounts and the transfer of ATEM funds (operating and investment) is completed.
6. To ensure that the ATEM Finance Manual is completed, the changes in process and focussed managed, and the Manual published to Council and Regions.

##### **Progress Report**

- The CMT received a detailed Financial Report from Rex Jones and Peter Scardoni. A copy of the Financial Report can be found at page 11.
- The CMT discussed the transitional arrangements that were underway to ensure there was a single financial model in place to commence 2009.
- The CMT discussed the membership of the Financial Management Advisory Committee (FMAC) and believed it was timely to review membership with the new regional structure.
- The CMT noted the need to engage in a detailed revision of the income and expenditure of ATEM and the need to ensure that Council endorsed a 'balanced budget' for 2009.
- The CMT discussed a number of strategies to review income and expenditure and agreed to recommend a number of these to Council for consideration.

##### **FINANCIAL PLAN - RECOMMENDATIONS**

- The CMT recommends that Council endorse a 'balanced budget' for 2009 and one that reflects the new financial model of a single association with seven regions
- The CMT recommends that Council review the membership of FMAC in light of the move to a regional structure and that FMAC be chaired by the Association Treasurer
- The CMT recommends that Council consider a number of financial measures to review income and expenditure including:
  - Review of the projected deficits for the SEQ/Northern Rivers and Tropical regions
  - Review the level of individual and corporate membership
  - Review the cost of running professional development programs with a view to a 'break even' outcome in 2009 and a surplus outcome from 2010
  - Review the cost of expenditure associated with 'secretariat activities' both at the Association and Regional level with a view to achieving economies of scale

##### **Financial Report**

##### **Commonwealth Banking System**

This has been set up and most regional members have been issued with their credit cards ACT, Northern Territory and New South Wales have now transferred all of their funds to the corporate banking system and most regions have transferred their term deposits.

It is expected that all other regions will transfer theirs by the end of the year

##### **ATEM Quickbooks System**

All regions except the Southern Qld and Northern NSW region are now accounting for their operations using the ATEM Quickbooks system. It is expected that this remaining region will be set up in the next month

Imprest accounts have also been set up for the three regions concerned. These will be cleared quarterly at BAS time. Following discussions with Peter last week we have agreed that the consolidated accounting system will be established from 1 January 2009 This will mean that we will only have to establish Balance Sheet accounts. It will also allow us time to clean up existing balance sheet accounts before the funds are transferred.

### **Finance Manual**

Neil Voyce has completed the first and draft of the Finance Manual

Peter and I reviewed the document last weekend and consider that it contains most of the basic information

However the banking processes described in the manual relate to the way we operated with cheques etc. in the past. The manual needs to be brought up to date with modern internet and credit card banking processes

### **Budget 2008**

Peter and I in association with Regional Chairs and Finance Officers have reviewed the Budget for 2008 and 2009. We have focused on these two years as the level of budgeting at this time is poor and to try to budget for 2010 and 2011 is of little value. We do have budgets for these out years but I am not prepared to table them at present. The outcome of this review is set in the document titled ATEM Budget 2008

The document identifies that all regions and the council will spend \$113,000 more than is expected to be received. This is also taking into account the \$90,000 draw down from reserves. While in my opinion the figure is of concern it is far better that the \$300,000 we were faced with at first

Also for 2008 we have prepared a consolidate Income statement for the period 1 January 2008 to 8 August 2008. This document identifies that the actual expenditure exceeded income by \$12,600 in that period and in my opinion reflects more closely the financial performance for the year than the budget document.

### **Budget 2009**

The draft 2009 budget forecasts a deficit of \$150,000 but no draw down from reserves' has been included. Again I don't expect this to be the actual result but if it was ATEM would soon be in liquidation.

From the information presented I believe that there are certain issues that need to be considered they include:

- Membership Subscriptions
- Corporate Subscriptions
- Fees charged for PD Activities
- The cost of Secretariat support (big item)
- ATEM Grants and Scholarships
- Support for emerging Regions (Tropic, Western)

## **5. Report on Completion of Regional Elections**

Six regions have completed their elections of Committee members, and one (Bass) has nearly completed. The results are summarised below.

**Aotearoa: Declaration of Poll 29 July**

Chair: Ali Hughes, CORE Education, Area 2

Deputy Chair: Terry Fulljames, Bay of Plenty Polytechnic, Area 5

Neil Voyce, ATEM Ghost, Treasurer and Secretary, Area 2

Committee:

Christa George, Waiariki Institute of Technology, Area 5

Kate Rawlings, University of Canterbury, Area 2

Jenni Tupu, University of Auckland, Area 6

Linda McLain, University of Auckland, Area 6

(Co-opted 12/8/08) Kathleen Rabel, Area 3

**Bass: Declaration of Poll 18 August**

Chair: Joanne Austin, Swinburne

Deputy Chair: to be decided

Treasurer: Linda Jackson, Swinburne

Committee:

Terrie Healy, RMIT

Shane McKendrick, Monash

Lucy Wiasak, Monash

Alice di Pasquale, Deakin

Amy Love, RMIT

Rachael Jarvis, Melba

Lisa Dow-Sainter, UTAS

Daryl Cornish VU

**Central: Conducted its own election earlier in the year**

Chair: Judy Szekeres, Adelaide

Treasurer: Rex Jones, UNISA

Secretary: Greg Wright, Flinders

Committee:

Julie Brown, UNISA

Jessica Raeburn, Adelaide

Dawn Le Cornu, UNISA

Lucy Schulz, UNISA

Lesley Grady, UNISA

Carol Sutherland, UNISA

**NSW/ACT: Declaration of Poll 19 May**

Chair: Jenny Till, UNSW

Treasurer and Membership Officer: John Chapman, ATEM Ghost

Committee:

Buckley, Clare - UNSW

Donnelley, David - Newcastle

Hudson, Sue - UWS

Langley, Steve – CIT Canberra

Love, Sue - ACU Signadou Canberra

Maywald, Peter - UOW

O'Reilly, Jan - USyd

Plumb, Debra – UWS  
Reed, Tony - UTS  
Rhind, Lorraine – USyd

**South-East Queensland/Northern Rivers: Declaration of Poll 22 July**

Chair: John Swinton, Griffith  
Deputy Chair: Bruce McCallum, QUT  
Secretary: Elizabeth Ruinard, TAFE  
Treasurer: Ming Chien, Griffith  
Membership Officer: Robyn Daniel, ATEM Ghost

Committee:  
Bryan Williams, USQ  
Samantha Tyler, Griffith  
Antonia Medhurst, Griffith

**Tropical: Declaration of Poll 19 July**

Chair: Jo Miller, CQU  
Treasurer: Vivian Carson, Batchelor Institute  
Membership Officer: Barbara Stubbs, ATEM Ghost

Committee:  
Anne-Marie Williams, JCU  
Di Skewes, CDU

**Western Region: Declaration of Poll 14 August**

Chair: Ken McCluskey, Curtin  
Secretary/Treasurer: Murray Wackett, ATEM Ghost

Committee:  
Philip Hocking, Murdoch  
Chris Pepper, Curtin  
Nicole Portwine, TAFE

Giles Pickford  
Returning Officer  
15 August 2008



## Association for Tertiary Education Management Inc.

AUSTRALIA - NEW ZEALAND - PACIFIC ISLANDS - PAPUA NEW GUINEA - ASIA

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27 June 2008

### **Terms of Reference** **Change Management Team 2008**

#### **Terms of Reference**

1. To take the steps necessary to complete the implementation of the ATEM reforms, as approved by the ATEM AGM in September 2007. This implementation includes the Professional Development reforms, the structure and leadership of the Regions, the role of President and Council, and the financial reforms.
2. Ensure that Regional Chairs and Committees are in place and are in tune with the reforms.
3. Ensure that ATEM Council, ATEM Secretariat, and the ATEM Regional Committees are clear on their roles and responsibilities.
4. To plan for and communicate with ATEM members through a campaign that gives members the vision for ATEM in its new form, confidence in the outcomes of the reforms, assistance in understanding the changes that have been made. Give some particular attention to communication with Corporate Members in this campaign.
5. To finalise the financial aspects of the reforms, and ensure the set-up of accounts and the transfer of ATEM funds (operating and investment) is completed.
6. To ensure that the ATEM Finance Manual is completed, the changes in process and focussed managed, and the Manual published to Council and Regions.
7. Prepare for the September meeting of the ATEM Council in Christchurch.

#### **Team**

The following have agreed to make up the Change Management Team 2008:

Stephen Weller	Vice-President and Chair
Maree Conway	PD and Secretariat
Lynn Meek	External and LH Martin Institute
Peter Scardoni	Secretariat and FMAC
Rex Jones	Treasurer

Giles Pickford                      Secretariat

**Reporting**

The Change Management Team will be responsible to the President of ATEM.

**Process**

To be decided by the Chair in consultation with the Team and Secretariat, with due regard to the costs and the ATEM budget constraints.

It was envisaged that there would be the need for at least one face-to-face meeting, and that teleconferencing would be an important tool.

**Timeline**

The Change Management Team will have an initial life through to the September 2008 meeting of the ATEM Council. The Secretariat will also provide mile-stone timelines for when aspects of implementation will need to be completed to ensure all reforms are in place by the September meeting.

**Item 4.3.1 Strategic Directions Statement (5<sup>th</sup> draft)****ATEM Strategy  
Fourth Draft 9 September 2008**

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**What ATEM Does**

ATEM connects, supports and challenges individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand.

**How We Do It**

ATEM connects managers across institutions and disciplines, supports individuals to develop their management skills and knowledge, and challenges the sector to recognise the professional nature of tertiary education management.. We do this by:

- growing the careers of professional administrators and managers to enable them to have rewarding careers and contribute to the sector,
- building professionalism through relevant education and training, and recognising outstanding achievements in the sector,
- connecting people and groups across the sector to promote sharing of programs, knowledge and practice, and
- providing programs and resources for individuals and groups to better understand the tertiary education sector.

**Our Stakeholders**

Our key stakeholders are our Members, tertiary education institutions, and the Public.

We provide a range of professional education and training programs, career development and other resources and services that are available to anyone with an interest in tertiary education management.

We work collaboratively across the sector, with governments, other professional associations and with institutions in pursuit of our aims. ATEM's remit crosses functional, specialist and professional boundaries and, as the only professional association dedicated to the tertiary education management sector in Australia and New Zealand, we are in a unique position to connect people and groups who might not otherwise interact with each other, and to bring together like minds to strengthen the sector.

ATEM membership brings with it an additional set of benefits and expectations, and requires a commitment on the behalf of individuals to further develop their knowledge, skills and careers in tertiary education management in a structured and focused way. Our members are professionals, and we support them to challenge themselves to develop their professionalism, both in their approach to their work, and in their conduct in the workplace. Our expectations of our members are high, and we regard them as current and future leaders in tertiary education management.

**Strategic Priorities 2009-2011**

<b>Actions</b>	<b>Outcome</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Budget</b>
<b>1 Growing Careers</b>				
1.1 Explore ways to further develop and formalise and promote the job exchange program that currently exists.	Job exchange program supported by institutions, measured by increasing number of exchanges each year.	PD Coordinator Councillors Regions		
1.2 Establish mentoring program for developing and middle managers and invite expressions of interest from membership in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.	PD Coordinator Councillors		
1.3 Revise the Maurie Blank Study Scholarship to create a new Career Development Award designed to assist members to develop and implement career plans.	The development of more structured career development across the sector.	Awards and Grants Committee	March 2009 Council Meeting	Current Study Scholarship budget
1.4 Scope and build a library of career development resources (clearinghouse approach)	ATEM is recognised in sector for quality of career development resources provided to the sector and for members.	PD Coordinator Councillors Regions		
1.5 Investigate possibility of running joint study tours with CHEMP and the LH Martin Institute..	Increased awareness of the sector in an international context	PD Coordinator		

Actions	Outcome	Accountability	Timeline	Budget
<b>2 Building Professionalism</b>				
2.1 Continue to build the Tertiary Education Management Conference as flagship training and networking event for ATEM.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	Designated Vice-President		
2.2 Clarify benefits for and of Associate Fellow and Fellow and promote to existing and potential new fellows.	Number of Associate Fellows and Fellows increases each year	Vice-Presidents		
2.3 Publish the ATEM Capabilities Framework and promote within the sector, and provide to new members as part of induction package.	Capabilities Statement recognised in the sector for career development purposes	President Secretariat		
2.4 Re-develop the ATEM Honorary Fellowship to create a sector-wide award for outstanding contributions to advancing the professionalism of tertiary education management.	ATEM Award is regarded as prestigious in the sector.	Awards and Grants Committee		
2.5 Strengthen ATEM operations by:  2.5.1 improving induction for new members and office bearers, and continuing to professionalise services to Council, members and the sector, and 2.5.3 building the role of Institutional Coordinators to ensure appropriate support and information is available to them.	ATEM's operations are efficient and professional, measured by feedback from members and institutions	Secretariat Councillors		

Actions	Outcome	Accountability	Timeline	Budget
<b>3 Connecting People and Groups</b>				
3.1 Further develop ATEM's relationship with the LH Martin Institute.	Strengthened reputation in relation to professional development and awareness of the sector. Opportunity to collaborate with senior leaders and Corporate Members.	President		
3.2 Build recognition of ATEM's mission in the sector, including marketing and branding campaign.	Establishment of a clearer and more defined profile for ATEM that builds upon past reputation.	President Vice-Presidents		
3.3 Review current special interest group designations by members when they join, to identify ways in which those groupings can provide the basis for member networks, either face-to-face or online via social networking sites (eg <a href="#">ning</a> and <a href="#">facebook</a> ).	Structured 'sub-membership' opportunities within ATEM that recognise broad focus of ATEM yet allows for specialist connections.	Councillors		
3.4 Re-develop Weekend Update to be an email newsletter to which the public can subscribe, within the context of improving recognition of ATEM in the sector.	Increased profile of ATEM and increased awareness amongst members.	Secretariat		
3.5 Lead the development of cross-sector professional associations established at first meeting in 2007.	Collaboration with related professional development organisations and opening of dialogue for further collaboration.	President Vice-Presidents		

Actions	Outcome	Accountability	Timeline	Budget
<b>4 Understanding the Sector</b>				
4.1 Build the Orientation to Tertiary Education Program as a flagship for ATEM.	High profile professional development that also raises the profile of ATEM to new staff within the sector.	Councillors PD Coordinator		
4.2 By continually monitoring education trends and developments globally, develop a clearinghouse of resources to support the career development of members, with some resources being publicly available via the ATEM website.	Resources are recognised in the sector for their quality and value.	Councillors Secretariat		
4.3 Develop a ‘hot topics/leading thinkers’ seminar series that is widely promoted to the sector, to build ATEM’s reputation as a source of authoritative information on current and future policy. Target corporate members to lead/speak at these sessions.	Increased profile for ATEM in the sector as well as delivery of relevant professional development.	President PD Coordinator		
4.4 Review Reading List of the Classics for currency, and promote to membership and sector.	Key resource is recognised by the sector, and used in induction programs in institutions.	Secretariat		

### **Item 4.3.2 Alternative Membership Models**

At the May Council meeting of ATEM it was agreed that a subgroup, whose final membership consisted of Judy Szekeres (convenor), Heather Davis, Maree Conway, Giles Pickford, Linda McLain, Peter Scardoni and Stephen Weller, consider the various possible models for membership which ATEM could take on.

#### **Why focus on membership?**

The question of why ATEM needs to focus on membership has been raised and the following reasons are suggested:

1. An organisation like ATEM relies on volunteer members for both its day-to-day operations and its continued development into the future.
2. Membership growth (or at the very least consistency) ensures the continued health and viability of the organisation.
3. ATEM has seen a decline in its membership base in the last five years, but has been recently rising.
4. Trying to attract and keep members has consumed a large amount of some peoples' time and we need to find more effective ways of doing this.

#### **Possible models**

The group has considered a number of possible models for membership which range from individual membership only, to corporate membership only, and any number of combinations of the two. We have tried to stay away from identifying exactly what benefits would accrue for each type of membership as this is being considered by a different subgroup of Council.

The following options seem to provide some possibilities which might reduce ATEM's reliance on individual membership and provide greater reach in the institutions which become corporate members. (Attached is also the original paper which outlines all the various benchmarks).

This summary draws together the suggestions of various models, a strategy document kindly shared with us by AHRI in SA and the various discussions that have taken place. An underlying assumption to this paper is that ATEM needs to make at least the same amount of income from membership as it currently makes. This raises the question about what membership fees fund. Essentially this would be the activities of the Council, the journal, the website and in the future, possibly a couple of positions to professionally maintain the organisation. This does raise the question of how much ATEM actually needs annually to undertake these activities and exactly how much of this needs to be raised through membership (assuming that the PD activity does, in fact, make some profit).

There is general agreement that we need to maintain a model that incorporates both individual and corporate membership (although all options are discussed below). This is necessary to ensure that staff in institutions which do not become corporate members can still have access to full membership of ATEM and to ensure that those staff who are not chosen to be one of the corporate members, can also still have access to full membership. There are also a number of members who are not staff at any institution but who work or are connected with tertiary education. All the models described below assume that the benefits available to full members and other members are different (even if the difference is quite small).

#### **Corporate Membership Only**

There is one model which provides only for corporate membership and which then assumes that all staff of those organisations who join as corporate members are fully entitled members. However, this model requires such a large outlay from the organisations, that it is thought to be untenable in tertiary education. While this would certainly boost membership numbers,

assuming that some of the benefits for members continues to be the journal and reduced cost attendance at PD events, this might turn out to be extremely costly (although the cost of the journal could be mitigated by providing electronic access to members rather than hard copy). This also would exclude all those people who are members who do not work for an institution.

### **Individual Membership Only**

Our assumption about this model, partly from the benchmarking we have done, is that this is more often the model used by associations akin to unions, rather than the sort of association that ATEM is. It would also negate the importance ATEM places on institutional support and the recognition the organisation gains from this link with the universities and other tertiary education providers.

### **Mixed Membership**

Assuming ATEM wishes to stay with a mixed membership model, there are a number of issues that need to be considered.

### **Individual membership**

In all of the models below, there is an assumption that ATEM will retain individual membership for the reasons outlined above. Full individual membership would provide the same benefits as might be articulated for voting members. The membership fee might need to be reviewed as it is at the lower end of most professional associations, however, it does not appear that it could be raised too much. At least there is an argument that it should keep pace with inflation.

### **Corporate membership**

The main issue, then, is how corporate membership could be structured.

#### 1. Raised Corporate Membership

Corporate membership provides voting membership for various numbers of staff in each organisation. Currently for ATEM it is five, but with a raised fee, we could possibly raise this to, say 20. Currently the fee is \$935AU, so if we raised the fee say to \$2,500AU, this would cover the individual membership fees of those 20 people. However, it is likely that these extra 15 people would currently be people who might be paying individual membership, so we would have to assume ATEM would lose this income. If we raised the corporate membership to \$3,000 we would cover the loss and maintain the extra income currently provided by corporate members. But, we do run the risk of losing some institutions at either of these increased prices. It will be vital to make a strong case with institutions about the benefits ATEM can provide to corporate members. In fact, the focus of ATEM's recruitment effort would shift to institutional membership.

#### 2. Sliding Scale Corporate Membership

There are other ways to configure corporate membership. We could possibly have a sliding scale related to the size of the institution's staff, or more particularly, professional staff, with an according number of corporate members. For eg (indicative numbers):

<1,000 staff	\$1,500	5 corp members
1,000-2,000 staff	\$2,000	10 corp members
>3,000 staff	\$2,500	15 corp members

In both of the cases above, ATEM *could* say that all other members of staff of the institution are members – they just have to register with ATEM with some proof of their staff status. They would be non-voting members and have access to all (or most of) the same benefits as voting members, but could not vote in Council elections. One suggestion is that ATEM make the Vice Chancellor (or equivalent) and Head of HR automatically institutional members. This would ensure that ATEM has a direct link with the most senior personnel in the institution.

### 3. Institutions Pay for Individuals

Another possible model is that of the institutions paying a fee of say \$150 per member, rather than the individuals paying. In this scenario, the university might set its own limit on member numbers and put out a competitive call each year, or a really generous institution may pay for all comers. While this would provide the greatest reach for ATEM, it relies heavily on the institutions cooperating and strongly supporting ATEM membership which might be harder for us to achieve than what we do currently.

There is a slightly different version of this which is the AAUA model which allows institutions to elect the number of voting members it will pay for, with a sliding scale for different numbers, but for 25 or more (unlimited numbers), the institution pays top dollar (equivalent of \$2,250).

### **Budgetary Implications**

Any and all of these options have budgetary implications which need to be costed out and an assessment made of their viability. Until this is done, no firm recommendations can come forward.

The models above simply provide some suggested ways forward and can be discussed at Council, at which time, hopefully the financial modelling will have been undertaken.

### **Questions and Suggested Actions for Council**

1. Select a membership model to investigate more fully if it is felt it is worthwhile to change the current model. This would include a full financial modelling exercise and testing the waters with selected institutions to see if the proposed change would gain acceptance.
2. Put together a package clearly identifying the benefits of corporate membership related to the preferred model.
3. Develop a communication plan for changed corporate membership.
4. Investigate simpler payment methods for individuals, in particular direct debit and/or through payroll systems and salary sacrifice.

## **ATTACHMENT**

### **A COMPARATIVE ANALYSIS OF MEMBERSHIP MODELS**

From the attached table you can see that there are numerous models for membership.

#### **No Individual Membership**

Some Associations have no individual membership at all (such as ADMA and AMI – both marketing associations), but one does provide individual membership to the staff of the organisation and the cost to the organisation increases according to the number of linked members (but at a reducing amount per member at certain milestones). ADMA is clearly an industry association focused on providing services to organisations rather than individuals.

#### **Mix of Individual and Organisation Membership**

This model exists in a number of associations – ACS, ALIA, AITD, AIM, AHRI, TEFMA and AAUA. In some of these cases, the organisational membership provides membership to individuals from the organisation at a reduced rate (ACS, AITD and AHRI), but with different models of achieving this. In the other two, the organisational membership simply provides access to the association by the organisation, but doesn't seem to provide any particular benefits to individuals in that organisation.

### Individual Membership Only

A number of associations only provide individual membership (APESMA, IPA, AASW, AUA), but all of these associations look to be more like a union than the sort of association ATEM is. It is also worth noting that two of these associations have much higher fees than most associations, which also suggests they are more like a union than a professional association.

### Fees

Most of the professional associations which have individual membership have fees between \$200 and \$330 a year, a number with a joining fee as well. This suggests that ATEM is, in fact, quite cheap to join in comparison with similar associations. Some of the other associations have a reduced fee for those earning in the lower salary brackets which is something we could consider.

### Benefits

Some of the interesting things listed on the benefits to members are a Career Development Kit (ALIA), Discounts on travel, including Qantas club, Ambassadors cards, and special deals on home loans and insurance.

ORGANISATION	MEMBERSHIP	FEES	BENEFITS
APESMA, Assoc of Professional Engineers, Scientists and Managers, Australia	Individual Standard	\$560, reducing by earnings	Advocating, Networking, Career Development, Financial Services (acts like a Union)
	Graduates	\$140 - \$280	
IPA, Institute of Public Administration	Individual	\$200, reduced to \$100 if salary <\$63K	Professional Development, Events, Publications, Business services
ACS, Australian Computer Society	Individual Partner Organisation	\$320 + \$90 joining fee \$250 per member in the org – gives them membership	Prof. Development, Prof. recognition, Rewards program (Ambassador card, gold AMEX, Free legal, Home loan & health insurance deals), Recruitment
AASW, Australian Association of Social Workers	Individual	\$509, reduced to \$338 if salary <\$37K	Advocacy – looks like a union
AMI, Australian Marketing Institute	Corporate Only	\$1,100 covers first 5 members, 6-25 members \$165/member, 26-50 members \$125/member.	PD Program, accreditation, 3 National conferences + state based activity, Marketing Excellence awards, Discounts on travel, incl. Qantas club + other discounts.
ALIA, Australian Library and Information Association	Individual	\$267, reducing to \$134 for those on lower income \$284 - \$2834, depending on annual non-salary budget – doesn't give membership to employees	Journal, Discounts to events and PD, Advice on IR matters, Career Development Kit
	Institutional		

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AITD, Australian Institute for Training and Development	Individual  Corporate	\$275  \$200 per linked member + joining fee \$27/member – must have minimum 5 linked members	Links to information, networking, demonstrates commitment
AIM, Australian Institute of Management	Individual  Corporate	\$285 + \$65 app fee \$340 - \$3,200 depending on number of employees (but doesn't actually give membership to those employees)	Networking, Post nominal, Discounts on courses & events, access to online tools & library, Discounts on books, Journal, Career Coaching. For Corporate – training vouchers to be used by employees
AHRI, Australian Human Resources Institute	Individual  Organisation	\$330 + \$55 joining fee  \$660 - Provides one affiliate or prof member + 2-19 linked members at 10% discount or 20- 49 linked members at 15% discount or 50+ linked members by negotiation.	Career development, Library + publications, networking, PD, discount travel + insur
ADMA, Australian Direct Marketing Association	Corporate Only	\$1320 - \$24890 depending on annual gross revenue/marketing budget + \$165 joining fee – individuals don't become members at all.	Legal advice, professional networking, market research, Forum, PD, Awards, Industry council.
ARMS, Australian Research Management Society	Individual Corporate	\$121 \$2,420 – provides 20 voting memberships and unlimited non- voting	PD, networking, professional standards and committees, annual conference
TEFMA, Tertiary Education Facilities Management Association	Institutional  Individual	\$235-\$645, depending on EFTSL – provides 1 voting member and between 3-10 associate members \$23 per additional nominee – as this is largely limited to Facilities units, easier to manage membership	Membership directory, forms, PD activities, Newsletter, access to systems and benchmarking related to facilities management
AUA, Association of University Administrators (UK)	Individual only	3 bands based on salary – equivalent approx \$100-\$200. Allows direct debit. Associate membership equivalent approx \$125	Career development, PD, email discussion groups, journal

ATEM Council Agenda September 2008

<p>AAUA, American Association of University Administrators</p>	<p>Individual</p>	<p>2 Levels – sponsoring (philanthropic donation included, approx \$280) Full member, approx \$175 Lesser membership at lower rates.</p>	<p>Access to all AAUA activities and voting at national level and listing in membership directory.</p>
	<p>Institutional</p>	<p>1-6 members approx \$550, 7-15 members \$1,150, 16-24 members, \$1,700, 25 or more (no limit), \$2,250. Institutions choose the number</p>	<p>Membership at “active” level which allows voting but does not give listing in membership directory to individuals.</p>

**Item 4.3.3 Branding and Marketing**

## 1. Executive Summary

A Strategic Review workshop was conducted immediately prior to the June 2008 Council meeting. As an outcome from this workshop, it was agreed that two groups would consider Membership and Profile issues; reporting to the September 2008 ATEM Council meeting.

As Membership, Profile and Professional Development Program issues are integrated the outcomes from these groups should be discussed holistically by Council.

The Profile Group was tasked to consider how ATEM can raise its profile in the sector (including branding) and make recommendations to the September 2008 ATEM Council meeting on steps to be taken.

The Profile Group conducted two teleconference meetings and held numerous email conversations. Representatives of the Profile Group participated willingly and co-operatively to achieve the most practical results for ATEM.

The Profile Group considered work previously undertaken by ATEM Council along with references, such as, the *Review of Professional Development in the Tertiary Sector in Australia and New Zealand*.

The Profile Group considered three (3) main themes for discussion and reflection including: profile, marketing and promotion, and branding.

This discussion paper advises the considerations undertaken and makes eight (8) recommendations to Council.

## 2. Recommendations

**RECOMMENDATION 1:** That ATEM re-establish the Association profile through engagement with corporate members, institutional human resource departments and, where appropriate, local institutions and organisations where mutual benefits can be gained by engaging with the professional development programs and activities of ATEM.

**RECOMMENDATION 2:** That ATEM focus on its members, which is fundamental to the profile of ATEM, through, but not limited to, the following activities:

- welcome (induction) package for new members (containing selected marketing and promotional materials, letter from President, introduction to tertiary education management, reading list, book and overview of tertiary education sector)
- incentives for the renewal of membership (including personal contact from Regional Chair, selected marketing and promotional materials, book)
- benefits for existing members (valuing members through tangible incentives including marketing and promotional materials, membership discounts, access to resources).

**RECOMMENDATION 3:** That ATEM consider consolidating its profile through the established strengths of its professional development program and activities and career development partnerships and resources.

**RECOMMENDATION 4:** That ATEM develop a positioning statement and message to be used in all communications and that this profile is promulgated to Council and Regional Committees.

**RECOMMENDATION 5:** That ATEM develop a list, and subsequent bulk purchase, of promotional materials to ensure consistent branding of the ATEM profile.

**RECOMMENDATION 6:** That ATEM develop a media and promotional plan and, through Council, Regional Committees and members of the Editorial Board of the Journal of Higher Education Policy and Management be tasked with preparing articles for regular publication in various media forums.

**RECOMMENDATION 7:** That ATEM develop a Style Guide which ensures consistency of the corporate image and brand standards.

**RECOMMENDATION 8:** That ATEM consider training and development for Council and Regional Committees in appropriate brand behaviour.

### 3. Background

The ATEM council meeting of 7 October 2001 considered a Marketing Plan prepared by Jan McAdam, Councillor at Large (Appendix I). The Marketing Plan was comprehensive and many of the objectives and intent remains valid in the current context.

At the 29 September 2002 Council meeting<sup>1</sup> it was noted that Stage I of implementation of the Marketing Plan had been successfully implemented. The minutes of the 28 September 2003 Council meeting<sup>2</sup> note a report regarding further implementation of the Marketing Plan.

The ATEM 2010 Group presented a report at the 23 September 2007<sup>3</sup> Council meeting as an introduction to the reforms which fundamentally changed the way ATEM is structured and managed.

A Strategic Review workshop was conducted immediately prior to the June 2008 Council meeting. As an outcome from this workshop, it was agreed that two groups would consider Membership and Profile issues; reporting to the September 2008 ATEM Council meeting.

As Membership, Profile and Professional Development Program issues are integrated the outcomes from these groups should be discussed holistically by Council.

The Profile Group was tasked to consider how ATEM can raise its profile in the sector (including branding) and make recommendations to the September 2008 ATEM Council meeting on steps to be taken.

The Profile Group conducted two teleconference meetings (refer to Appendix II for Minutes) and held numerous email conversations. Representatives of the Profile Group included: Ken McCluskey, Jennifer Till, Joanne Austin and Maddy McMaster, Giles Pickford and John Swinton, participated willingly and co-operatively to achieve the most practical results for ATEM.

The Profile Group considered the work previously undertaken by the ATEM Council along with references, such as, the Review of Professional Development in the Tertiary Sector in Australia and New Zealand.

The Profile Group considered three (3) main themes for discussion and reflection including profile, marketing and promotion, and branding.

This discussion paper advises the considerations undertaken and makes eight (8) recommendations to Council.

### 4. Profile

Profile<sup>4</sup> may be expressed as a 'position' of ATEM and expression of the key operational influences and challenges facing the Association. Assessing the organisational profile should consider the relationships with stakeholders – members, institutions and sector. The challenges require a description of the Association's competitive environment, including the strategic challenges and the system for performance improvement of the operations. The

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<sup>1</sup> [http://www.atem.org.au/downloads/meetings/CouncilMins\\_092002.pdf](http://www.atem.org.au/downloads/meetings/CouncilMins_092002.pdf)

<sup>2</sup> [http://www.atem.org.au/downloads/meetings/CouncilAg\\_092003.pdf](http://www.atem.org.au/downloads/meetings/CouncilAg_092003.pdf)

<sup>3</sup> [http://www.atem.org.au/downloads/meetings/CouncilAg\\_092007.pdf](http://www.atem.org.au/downloads/meetings/CouncilAg_092007.pdf)

<sup>4</sup> [http://www.decs.sa.gov.au/quality/files/links/Baldrige\\_Self\\_Assessment.htm](http://www.decs.sa.gov.au/quality/files/links/Baldrige_Self_Assessment.htm)

outcomes of the Strategy Workshop conducted on 11 and 12 June 2008 notes the strengths, weaknesses, opportunities and threats to ATEM as considered by Council.

The *Review of Professional Development in the Tertiary Sector in Australia and New Zealand* identifies and recommends a number of matters associated with the profile of ATEM and it is opportune for ATEM to consider these recommendations for action planning. The Profile Group endorses Recommendation 1 of the *Review of Professional Development in the Tertiary Sector in Australia and New Zealand* as follows:

**RECOMMENDATION 1:** Re-establish the Association profile through engagement with corporate members, institutional human resource departments<sup>5</sup> and where appropriate local institutions and organisations where mutual benefits can be gained by engaging with the professional development program and activities of ATEM.

There is a perception and general impression that the profile of ATEM has diminished over recent years for the association as a whole, as well as the regions (and the former branches). Consequently, it is now imperative to raise the profile of ATEM in particular; the regions, generally, will benefit from these activities.

ATEM 'is a[n]... association with a long and proud tradition'. The Profile Group advocates that membership is fundamental to enhancing the profile of the Association. Continuing these values and practices, through retaining existing members, renewing former members and acquiring new members, is recommended.

Where former members opt not to renew their membership and decline incentives, ATEM is obliged to conduct an exit survey (online) and follow-up. This information is constructive and significant for informing future membership trends of the association.

**RECOMMENDATION 2:** A focus on members is fundamental to the profile of ATEM through, but not limited to, the following activities:

- welcome (induction) package for new members (containing selected marketing and promotional materials, letter from President, introduction to tertiary education management<sup>6</sup>, reading list, book and overview of tertiary education sector)
- incentives for the renewal of membership (including personal contact from Regional Chair, selected marketing and promotional materials, book)
- benefits for existing members (valuing members through tangible incentives including marketing and promotional materials, membership discounts, access to resources)

The profile of ATEM is established on the strength of the professional development activities including association and regional professional development programs, networking events, annual conference and partnering career development through activities such as mentoring programs<sup>7</sup>.

ATEM offers membership to Special Interest Groups (SIG) via the website <http://www.atem.org.au/experts.cfm>. This is an underutilised resource that should be used more effectively for membership and to raise the profile of ATEM. Members may become engaged and active through collaborative opportunities to create micro communities within the SIGs. As a suggestion, each member of Council could act as a moderator or convenor for a SIG, this may require the formalisation of SIGs. However, this resource may become an active tool to engage members in their areas of work and specialisation.

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<sup>5</sup> Review of Professional Development p3 <http://www.atem.org.au/>

<sup>6</sup> ATEM Victoria – Introduction to Tertiary Education Management Program

<sup>7</sup> ATEM Victoria: Mentor Scheme 2007

**RECOMMENDATION 3:** That ATEM consider consolidating its profile through the established strengths of its professional development activities and career development partnerships and resources.

Consolidation of the ATEM profile needs to meld the mission, vision and values into a single consistent message conveyed in a consistent style in a variety of ways that identify ATEM. Council and members must have a definitive understanding of the purpose, benefits and recognition of ATEM and its position effectiveness within the sector through a position statement.

**RECOMMENDATION 4:** That ATEM develop a positioning statement and message which is used in all communications and that this profile is promulgated to Council and Regional Committees.

## 5. Marketing and Promotion

Marketing is essential for ATEM's survival and growth. Marketing is all about getting ATEM's message and services to the appropriate stakeholders. Advertising is a key element of marketing. ATEM needs to get its message out to the appropriate stakeholders through a variety of advertising means including mail, Internet, newspapers and magazines and promotional materials.

The Profile Group agreed that, under the new structure, it was now possible for ATEM to take the best from all the ideas and practices generated by the former branches and apply them in a coherent association-wide campaign. In particular, it is important to promote ATEM through its professional development program and to ensure that there is a consistent and confident presentation of materials. The Profile Group supported the bulk purchase of stationery and promotional materials<sup>8</sup> by the Secretariat for distribution to, and reimbursement by, Regions. The minimal outlay for these items can be considered in terms of savings and opportunity.

**RECOMMENDATION 5:** Develop an agreed list and subsequent bulk purchase of promotional materials to ensure the consistent branding of the ATEM profile.

There is a perception that there has been minimal coverage of ATEM activities within institutions and the sector. In order to promote ATEM, particularly within the wider academic community, consideration should be given to identifying the key issues that ATEM wants to promote per annum, identifying a spokesperson for each of these issues and providing training for the spokespeople. This approach will highlight issues for ATEM within the sector and generate debate and responses to issues of concern for ATEM and its membership from a tertiary education management perspective.

**RECOMMENDATION 6:** That ATEM develop a media and promotional plan and, through Council, Regional Committees and members of the Editorial Board of the Journal of Higher Education Policy and Management be tasked with preparing articles for regular publication in various media forums.

Regional Committees are strategically placed to support and benefit from media and promotional opportunities. However, greater effort and support for Regional Committees to promote ATEM professional development programs and activities and highlight

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<sup>8</sup> <http://www.elkpromoproducts.com.au/default.asp> / <http://www.execugifts.com.au/> / <http://www.freshconference.com.au/> / <http://www.dasroc.com.au/>

achievements and efforts of members through institutional and other organisational newsletters and local media are needed.

The effective marketing and promotion of ATEM improves the awareness, acceptance and benefits of ATEM's programs, products and services.

## 6. Branding

A brand has a comprehensive, consistent value attached to it whereby a stakeholder knows exactly what to expect from membership, professional development programs, products or service. The ATEM brand must be very clear and distinctive regarding the profile created and the unique 'promise' that each stakeholder associates with the ATEM brand. In the mind of the stakeholder, the brand that they are interacting with is often associated with a perception, be it perceived quality, knowledge and information, value for money and so forth.<sup>9</sup>

Benefits associated with a strong brand are being recognisable in a competitive market place, being able to charge premium prices, have increased membership, and have a larger market share, prestige associated with ATEM's membership, programs or services.

The brand is what makes ATEM unique and helps to differentiate ATEM from its competitor associations or organisations.

There is potential for ATEM to take on a role as a 'peak' body that facilitates relationships, collaborations and networks. It also needs to connect or reconnect and for strategic alliances with other specialist groups which have emerged within the sector. There is also an opportunity for ATEM to fill a gap in understanding the sector; focusing on career development and topical issues.

ATEM needs to meld all these ideas into a single, consistent brand message conveyed in a consistent style in a variety of ways which will identify the ATEM brand. To ensure consistency of ATEM's corporate image, the brand and brand standards in all communications with ATEM stakeholders a manual or guide of templates, logos, graphical elements and typography and procedures is required. ATEM produces a large number of publications and while it is important they each have their own identity, an overall unified appearance is essential.

**RECOMMENDATION 7:** That ATEM develop a Style Guide<sup>10</sup> which ensures consistency of the corporate image and brand standards.

The initial point of contact for most ATEM businesses is the website. Each web page will be based on a template, no matter how simple or complex, so that each page has the same look and feel to ensure consistent user experience and improved visual presentation. Email signatures are a significant way of adding some advertising and branding to a medium which isn't seen as too obtrusive. Each member of Council and Regional Committees should use an ATEM email signature when appropriate.

Branding of ATEM events, such as conferences, professional development programs and functions, is important as it's often the little things that make the biggest difference. Presenting an evaluation form, gift bag, corporate gift or thank you gift could offer significant returns for ATEM; therefore, it is important to be diligent and consistent with these items.

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<sup>9</sup> <http://www.brandart.com.au/branding.php>

<sup>10</sup> As an example – CQUniversity Visual Standards Guide (2008)  
<http://dur.cqu.edu.au/FCWViewer/getFile.do?id=23605>

Through the promotional plan, ATEM should extend opportunities to use the brand. The brand must be reinforced by 'Brand Behaviour', through workshops, coaching and training sessions for Council and Regional Committees.

**RECOMMENDATION 8:** That ATEM consider training and development for Council and Regional Committees in appropriate brand behaviour.

The ATEM logo was discussed. The Profile Group noted that the logo had been subject to a professional redesign in 1997 with alternative logos to choose from. The conundrum of *de gustibus non disputandum* (there is no arguing about taste) had resulted in no further action being taken.

Members may not want to leave their reputation to chance - they may want to proactively differentiate themselves from their competition<sup>11</sup> in terms of developing a personal brand. Personal branding through membership may be promoted through access to a range of services to support and enhance member's careers. In particular, through the extensive range of benefits and resources for its members including:

- Professional Education and Training Framework
- Conferences
- Grants and Scholarships
- Networking
- Advocacy
- Recognition of Excellence
- Linkages and Alliances

## 7. Conclusion

For ATEM to grow beyond its current position it needs to be driven by a full-time, dynamic executive director. The *Review of Professional Development in the Tertiary Sector in Australia and New Zealand* identifies and recommends a number of matters associated with the profile of ATEM and it is opportune for ATEM to consider these recommendations for action planning.

The Profile Group agreed that, under the new structure, it was now possible for ATEM to take the best from all the ideas and practices generated by the former branches and apply them in a coherent association-wide campaign. In particular, it is important to promote ATEM through its professional development program and to ensure that there is a consistent and confident presentation of materials. The Profile Group supported the bulk purchase of stationery and promotional materials<sup>12</sup> by the Secretariat for distribution and reimbursement by Regions. The minimal outlay for these items can be considered in terms of savings and opportunity.

The Victorian Branch has already promised a \$25,000 grant to support an Association-wide Marketing and Branding Campaign. It was agreed that the use of this grant should be discussed further with the Victorian Branch after priorities had been set<sup>13</sup>. As the Bass Region has passed its funds over to the ATEM Council, it is now Council that must appropriate fund and resource these recommendations.

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<sup>11</sup> <http://content.mycareer.com.au/advice-research/career/personal-branding-advice-to-use-now.aspx>

<sup>12</sup> <http://www.elkpromoproducts.com.au/default.asp> / <http://www.execugifts.com.au/> / <http://www.freshconference.com.au/> / <http://www.dasroc.com.au/>

<sup>13</sup> Council May 2007 [http://www.atem.org.au/downloads/meetings/CouncilMins\\_052007.pdf](http://www.atem.org.au/downloads/meetings/CouncilMins_052007.pdf)

## 8. Appendix I

**Marketing Plan** – 7 October 2001

Item 11.5 Marketing Plan Attachment 9 (page 27/57)

[http://www.atem.org.au/downloads/meetings/CouncilAg\\_102001.pdf](http://www.atem.org.au/downloads/meetings/CouncilAg_102001.pdf)

## 9. Appendix II

Minutes of a Meeting of the Branding and Marketing Group held by Teleconference on **8 August 2008** at 11.00 am Eastern Australian Time.

PRESENT: Jo Miller (Chair), Joanne Austin, Ken McCluskey, Jenny Till, Giles Pickford (Secretary)

1. Apologies

Apologies were received from John Swinton.

2. Background and Action Plan

Jo Miller gave the following background to the Committee.

ATEM's visibility in the sector is poor. It needs a higher profile and a branding campaign.

It needs to build relationships with the sector working top-down from the Corporate Members and bottom-up from the Institutional Coordinators. It also needs to connect with other specialist groups which have emerged. There is potential here for ATEM to take on a role as a 'peak' body that facilitates relationships/collaborating/networking, and runs special interest groups. There is also a space for ATEM to fill a gap in understanding the sector; focusing on career development and topical issues.

The following areas of work were identified.

- Brand visibility / Corporate identity (Logo Design, Stationery Design, Publications & Brochures, Style Guides, Copywriting, Advertising, Signage)
- Personal branding as an ATEM member (the Membership Certificate and Badges)
- Advertising and marketing #
- Welcome package for new members (The Membership Brochure exists, but we need an Introduction to the Sector)
- Orientation and induction for new members
- Presentation of the brand
- Presentation of professional development activities
- Gifts and promotional materials
- Evaluation of professional development programs
- Exit survey (online) and follow up for members that do not renew

# Marketing is essential for ATEM's survival and growth. Marketing is all about getting ATEM's message and services to the right people. Advertising is a key element of marketing. ATEM needs to get its message out to the right people through

a variety of advertising means, including mail, the internet, newspapers and magazines.

The Committee agreed that under the new structure it was now possible for ATEM to take the best from all the ideas and techniques generated by the old Branches and apply them in a coherent association-wide campaign across two countries.

ATEM needs to meld all these ideas into single consistent message conveyed in a consistent style in a variety of ways which will identify the ATEM Brand.

Members agreed to send all materials used in the various Regions to Giles Pickford in time for him to take them to the Change Management Team meeting in Melbourne on 15 August.

*GP 8/8/08*

Minutes of a Meeting of the Branding and Marketing Group held by Teleconference on **22 August 2008** at 11.00 am Eastern Australian Time.

PRESENT: Jo Miller (Chair), Maddy McMaster (representing Joanne Austin), Ken McCluskey, Jenny Till, Giles Pickford (Secretary)

1. Apologies

Apologies were received from John Swinton.

2. Minutes

The Minutes of the meeting held on 8 August were confirmed.

3. Discussion Paper

It was agreed that Jo Miller would write a discussion paper for the Council meeting in Christchurch. It would cover these points

An analysis of Jan McAdam's Marketing Plan of 2002 including work that was completed, and unfinished work (mostly due to lack of funds).

An inclusion of the points made in Brigitte Murray's paper now on the home page of the web. Click on "Why Join ATEM?" at top right.

An induction package for new members.

A style guide and templates for ATEM stationery.

A list of promotional paraphernalia including: an emblazoned thumb drive pre-loaded with an introduction to ATEM, a desk clock, a promotional folder, a wine label (for give-away wine), biros, etc.

A consistent design across all ATEM products.

A media plan.

The ATEM logo was discussed. The Committee noted that the Logo had been subject to a professional redesign in 1997 with other alternative logos to choose from but that the conundrum of *de gustibus non disputandum* (there is no arguing about taste) had resulted in no further action being taken.

4. Need for a Holistic Approach

## ATEM Council Agenda September 2008

The Committee agreed that much care needs to be taken in order to arrive at a holistic approach, where all the following groups agree on one consistent approach to promoting ATEM:

The Change Management Team, finishing the work of the 2010 Group (Stephen Weller)

The Membership Models Group (Judy Szekeres)

The PD Coordination Group (Maree Conway)

The Branding and Marketing Group (Jo Miller)

### 5. Conclusion

Jo Miller's discussion paper will be circulated to the Branding and Marketing Group as a draft. It will then go to the Change Management Team, and finally to Council.

The Committee noted that the Council Agenda will be circulated to all members on Sunday 21 September: an auspicious day, being the Vernal Equinox.

GP 22/8/08

**Item 4.4 FMAC Agenda**

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

**FINANCIAL MANAGEMENT ADVISORY COMMITTEE**

There will be a meeting of FMAC on Sunday 28 September 2008 at 9.30 am in the VIP Boardroom, located on level 1 of the Convention Centre, Christchurch NZ

The contact numbers for the Hotel are: Telephone +64 3 366 8899, Fax + 64 3 363 3364  
Email [Philippa.Cooper@vbase.co.nz](mailto:Philippa.Cooper@vbase.co.nz)

**Delegates**

VP Stephen Weller,	Chair
RC Judy Szekeres	Regional Chair
Linda Jackson	Regional Treasurer
Rex Jones	Association Treasurer
Tom Gregg	President

**In Attendance**

Giles Pickford	ATEM Secretariat
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**1. Apologies**

Peter Scardoni	Assistant Treasurer
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**2. Minutes**

The Minutes of the meeting held on Wednesday 11 June 2008 at 9.30 am in the Grand Chancellor Hotel, Melbourne are attached. **Pages 3-5** For confirmation

**3. Business Arising from the Minutes**

**3.1 (a) 2008 Budget and Operating Balances**

The Budgets for 2008 and the Operating Balances as at 20 September are attached. **Pages 6-8**

**3.1 (b) 2009 Budget**

The Budgets for 2009 are attached. **Pages 9-11**  
Budgets beyond 2009 will be discussed at the meeting.

**3.2 Financial report to the 31 August 2008**

The Treasurer's report is attached. **Pages 12-**

**3.3 The New Banking System**

Rex Jones will report.

**3.4 Revised Accounting System.**

The QuickBooks Accounting system has been revised into a single accounting system with Imprest Accounts in three Regions and Aotearoa separate at this stage because of currency and tax requirements. Rex will report.

**3.5 Financial Management Documentation**

Rex Jones will report.

**3.6 Compliance Audit**

Rex Jones will report

**3.7 Risk Assessment**

VP Chris Pepper will report.

**4. Other Business**

**4.1 Operating Expenditure Schedule**

The Operating Expenditure Schedule is attached. **Pages**

**4.2 ATEM Investments**

A report on the ATEM Foundation's investments, and ATEM's investment is included in the Council Agenda.

**5. Next Meeting**

The next meeting will be held at 9.00 am on Thursday 11 December at the Crowne Plaza Motel, Sydney.

*GP 21/9/08*



A new bank account has been established. Bass and NSW/ACT Regions are providing details for the establishment of the subsidiary accounts. We have not heard from South-East Queensland/Northern Rivers at this stage. These three Regions will manage their own imprest account, which is a subsidiary account within the one ATEM Bank account. The other Regions have all opted for the ATEM Secretariat to manage their accounts. Peter Scardoni estimated that if the three big Australian Regions opted for the ATEM Secretariat to manage their accounts, then two new full time clerks would need to be appointed to the Secretariat.

The Aotearoa Region will manage its own separate Bank account which is necessary to obviate currency variation problems and to comply with tax rules on both sides of the Tasman.

The Commonwealth Bank has requested the establishment of an interest bearing surety of \$60,000 in respect of the issue of credit cards. This deposit will earn 7% interest p.a. All regions have been approached for the details required to set up the credit card system. Nearly all have responded. Commonwealth Bank Credit Cards will be issued to Branches. Bass has requested two cards. FMAC recommends one is to be held in Melbourne and one in Hobart.

An application has been made for new on-line Eftpos facilities. Requests have been lodged with AMEX and Diners to have our bank details changed to the new ones.

### **3.4 Cheque Signatories**

Rex Jones, Peter Scardoni and Giles Pickford (any two to sign) are able to authorize any transaction across the new system. Additional signatories for the subsidiary Regional accounts have been requested. One person in each region will be responsible for the transactions of each regional credit card, and in Bass the Melbourne person will be responsible for the transaction on the Melbourne and the Hobart cards.

For the separate Bank account in Aotearoa the cheque signatories are any two of Ali Hughes, Neil Voyce and Ginny Ferguson.

### **3.5 Financial management Documentation**

Neil Voyce reported that he would be re-writing the first draft of the Finance Manual, and the Financial Delegations Document, and that Rex Jones and Peter Scardoni would complete the exercise. It will be ready by the end of July. The Committee agreed that these two documents would bring clarity to ATEM Operations and they are needed urgently. They would cover the following items amongst others:

- Responsibilities of Regional Treasurers
- Record Keeping
- Cash Management
- Reporting
- GST (in Australia)
- Quick Books and the Single Accounting System
- The Charts of Accounts
- Signatories
- Budgeting and Forecasting
- Imprest Accounts
- The use of Credit Cards and the dollar limit on transaction
- The ATEM Investment Regime
- Schedule of Important Deadlines

### **3.7 Visit to the Aotearoa Region**

Peter Scardoni reported on the roll-out of the single accounting system in Aotearoa. He said the visit had been very productive and the Bluff Oysters were delicious.

### **3.8 Compliance Audit**

The Committee noted that the Compliance Audit will be completed once the new arrangements have been finalized.

### **3.9 Report from Maximised Results**

The Committee noted the following report on the structure of the single accounting system and GST codes prepared by Maximised Results.

“Hello Peter

I have examined the Quickbooks file of ATEM for GST coding on the accounts and Items and with a few minor adjustments all is in order. I reviewed the BAS report for the March Quarter and found it to be correct. Sincerely Robert F Coffey”

### **3.10 Risk Assessment**

Chris Pepper reported on progress. He recommended a schedule of figures which if adopted would determine ATEM’s risk appetite. The Committee suggested that loss of reputation with the Institutions be added to the schedule as a risk. It also recommends to Council that risk assessment be assessed for each TEM Conference annually, for ATEM on a regular basis and for the ATEM Foundation once in order to determine its investment risk appetite.

## **4. Other Business**

### **4.1 Payments Schedule**

The Committee noted the payments schedule from March 2008 to 30 May 2008 and resolved to recommend to Council that all payments be authorised.

The Committee recommends to Council that the payments schedule in future be abandoned and a new operating expenditure schedule should replace it. This new document would include a progress against budget component. It would also contain explanatory note for any item more than \$10,000.

### **4.2 ATEM Investments**

A report from the ATEM Foundation investments for ATEM and for itself was noted. Giles Pickford explained the investment policies for ATEM’s investments in government bonds, interest rate securities and hybrid securities including convertible notes. The Foundation investments are all in equities. There are two types there, shares which are bought for growth and therefore have low dividend yields, and shares which are bought for income, but slow growth potential. He pointed out that in spite of the turmoil in debt markets the value of the Foundation’s equities were still higher than their cost.

## **5. Next Meeting**

The Committee noted that the next meeting will be held at 9.30 am on Sunday 28 September in Christchurch.

*GP 12/6/08*

**Item 3.1 (a) 2008 Budget and Operating Balances at 20 September 2008**

**ATEM DRAFT BUDGET 2008**

	Council	Journal	NSW /ACT	Bass	Central	SEQ/N R	Tropic	Western	Sub Total	Aotearoa
<b>INCOME</b>										
Council Contribution										
Draw down from reserves	90000								90000	
Journal Return	12500	9000							21500	
Sale of Shares									0	
Membership Subs	109000								109000	
Corporate Subs	53350								53350	
Conference Surplus	25000			45000					70000	
PD Income	15000		20000	220000	19050	60000	29618	2480	366148	25000
Interest/Investment Income	8000					1000			9000	2000
Sundry/Other income	500			10000					10500	
	<b>313350</b>	<b>9000</b>	<b>20000</b>	<b>275000</b>	<b>19050</b>	<b>61000</b>	<b>29618</b>	<b>2480</b>	<b>729498</b>	<b>27000</b>
<b>OPERATING EXPENSES</b>										
Secretariat	56672		4500	52000		10000	10000	1200	134372	3500
Secretariat PD	37500								37500	
Secretariat Expenses	1200								1200	1000
Meeting Expenses	55000	3750	600	4000		500		210	64060	4000
Travel		1000	600	8000					9600	
Website - Development/upgrade		1000							1000	
Website/Computing - maintenance/hosting	25000		600						25600	
Accounting System	14000								14000	
Branch Share of Corporates									0	
Insurance	7500								7500	
Bank Fees and Charges (Inc E Commerce)	7000		600		510	1600			9710	50

## ATEM Council Agenda September 2008

Brokerage									0	
Printing, Publications & Stationery	1500	2000	600	3750				500	8350	3000
Interest on Loans									0	
Other	1000			1000	2000			1000	5000	
Ecommerce									0	
									0	
	<b>206372</b>	<b>7750</b>	<b>7500</b>	<b>68750</b>	<b>2510</b>	<b>12100</b>	<b>10000</b>	<b>2910</b>	317892	<b>11550</b>
									0	
<b>CONFERENCE EXPENSES</b>									0	
									0	
<b>Registration Costs</b>									0	
Affiliated International Organisations	2100								2100	
Secretariat	3000								3000	
Registrations/Other	5000			10000			7140		22140	
Branch Conference				40000					40000	
	<b>10100</b>	<b>0</b>	<b>0</b>	<b>50000</b>	<b>0</b>	<b>0</b>	<b>7140</b>	<b>0</b>	67240	<b>0</b>
									0	
<b>MEMBERSHIP EXPENSES</b>									0	
Membership Recruitment/Marketing	5000			2000	1000			684	8684	1000
Institutional Coordinators			2000						2000	
Fees				2000					2000	
	<b>5000</b>	<b>0</b>	<b>2000</b>	<b>4000</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>684</b>	12684	<b>1000</b>
<b>STRATEGIC PROJECTS</b>										
<b>Knowledge Identification</b>										
Reading Lists									0	
<b>Knowledge Creation</b>										
ATEM Grants & Scholarships	12000		4000	10000	2400				28400	5000
PD/ Martin Institute Survey	72000								72000	
<b>Knowledge Dissemination</b>										
Good Practice Guides	500								500	

## ATEM Council Agenda September 2008

Journal	25000								25000	
Journal Hon.	6000								6000	
PD Expenses	10000		8000	140000					158000	20000
PD Secretariat									0	
PD Marketing									0	
Catering					9530	6700	2300	1220	19750	
Accommodation					400		7345		7745	
Travel					1000		10450		11450	
Equipment Hire					1325				1325	
Venue Hire					500	7500	3050	300	11350	
Speakers					4000	40000	33828	500	78328	
Gifts			4000		502			120	4622	
Registration expenses					2220				2220	
Sundry					1200	5500	1832	300	8832	
<b>Knowledge Application</b> (No projects)										
	<b>125500</b>	<b>0</b>	<b>12000</b>	<b>154000</b>	<b>23077</b>	<b>59700</b>	<b>58805</b>	<b>2440</b>	<b>435522</b>	<b>25000</b>
<b>Total Expenses</b>	<b>346972</b>	<b>7750</b>	<b>21500</b>	<b>276750</b>	<b>26587</b>	<b>71800</b>	<b>75945</b>	<b>6034</b>	<b>833338</b>	<b>37550</b>
<b>Surplus</b>	<b>-33622</b>	<b>1250</b>	<b>-1500</b>	<b>-1750</b>	<b>-7537</b>	<b>-10800</b>	<b>-46327</b>	<b>-3554</b>	<b>-103840</b>	<b>-10550</b>

## ATEM Operating Balances 20 Sept 2008

	<b>Council</b>	<b>Bass</b>	<b>NSW/ACT</b>	<b>SA</b>	<b>SEQ&amp;NR</b>	<b>Tropic</b>	<b>WA</b>	<b>Aotearoa</b>	<b>TOTAL</b>
<b>Income</b>	237951	140360	30021	18876		9317	3972	1940	442437
<b>Expenditure</b>	221263	211422	28623	18140		23588	4703	500	508239
<b>Balance</b>	16688	-71062	1398	736		-14271	-731	1440	-65802

**Item 3.1 (b) 2009 Budget**

**ATEM DRAFT BUDGET 2009**

	Council	Journal	NSW /ACT	Bass	Central	SEQ/N R	Tropical	Western	Sub Total	Aotearoa
<b>INCOME</b>										
Council Contribution										
Draw down from reserves									0	
Journal Return	12500	9000							21500	
Sale of Shares									0	
Membership Subs	112000								112000	
Corporate Subs	55000								55000	
Conference Surplus	25000								25000	
PD Income	15000		50000	230000	23100	63000	20918	6300	408318	58400
Interest/Investment Income	8000								8000	1800
Sundry/Other Income	500			10000					10500	
	<b>228000</b>	<b>9000</b>	<b>50000</b>	<b>240000</b>	<b>23100</b>	<b>63000</b>	<b>20918</b>	<b>6300</b>	<b>640318</b>	<b>60200</b>
<b>OPERATING EXPENSES</b>										
Secretariat	58000		9000	52000		20000	10000	5760	154760	6000
Secretariat PD	50000		3000						53000	
Secretariat Expenses	1200		1200						2400	1000
Meeting Expenses	55000	3750		4100		525		420	63795	6200
Travel		1000	1200	8200					10400	
Website - Development/upgrade	15000	1000							16000	
Website/computing - maintenance/hosting	20000		1200						21200	
Accounting System	12000								12000	
Insurance	7500							220	7720	
Bank Fees and Charges (Inc E	7500		1200			1600			10300	50

## ATEM Council Agenda September 2008

Commerce)

Brokerage									0	
Printing, Publications & Stationery	1500	2000	1200	3938				500	9138	3300
Other	1000			1000					2000	
Ecommerce									0	
									0	
	<b>228700</b>	<b>7750</b>	<b>18000</b>	<b>69238</b>	<b>0</b>	<b>22125</b>	<b>10000</b>	<b>6900</b>	362713	<b>16550</b>

### CONFERENCE EXPENSES

#### Registration Costs

Affiliated International Organisations	2100								2100	
Secretariat	3000								3000	
Registrations/other	5000			10000					15000	
									0	
	<b>10100</b>	<b>0</b>	<b>0</b>	<b>10000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	20100	<b>0</b>

### MEMBERSHIP EXPENSES

Membership Recruitment	5000		10000	2000	1000			3125	21125	1200
Institutional Coordinators									0	
Fees				2000					2000	
	<b>5000</b>	<b>0</b>	<b>10000</b>	<b>4000</b>	<b>1000</b>	<b>0</b>	<b>0</b>	<b>3125</b>	23125	<b>1200</b>

### STRATEGIC PROJECTS

#### Knowledge Identification

Reading Lists									0	
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#### Knowledge Creation

ATEM Grants & Scholarships	27500		5000	5000	2400			5000	44900	5000
PD/ Martin Institute Survey									0	

#### Knowledge Dissemination

Good Practice Guides	500								500	
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ATEM Council Agenda September 2008

Journal	25000								25000	
Journal Hon.	6000								6000	
PD Expenses			143500						143500	43100
PD Marketing		18000								
Catering				9650	4725	1800	3300		19475	
Accommodation				200		2995			3195	
Travel				1000		10200			11200	
Equipment Hire				1300					1300	
Venue Hire				500	7875	2450	600		11425	
Speakers				4000	42000	25828	500		72328	
Gifts			4125	500			240		4865	
Registration expenses				2450					2450	
Sundry				1100	5725	1732	600		9157	
<b>Knowledge Application</b>										
<b>Strategic Projects</b>	<b>59000</b>	<b>0</b>	<b>23000</b>	<b>152625</b>	<b>23100</b>	<b>60325</b>	<b>45005</b>	<b>10240</b>	<b>373295</b>	<b>48100</b>
<b>Total Expenses</b>	<b>302800</b>	<b>7750</b>	<b>51000</b>	<b>235863</b>	<b>24100</b>	<b>82450</b>	<b>55005</b>	<b>20265</b>	<b>779233</b>	<b>65850</b>
<b>Surplus</b>	<b>-74800</b>	<b>1250</b>	<b>-1000</b>	<b>4137</b>	<b>-1000</b>	<b>-19450</b>	<b>-34087</b>	<b>-13965</b>	<b>-138915</b>	<b>-5650</b>

**Item 3.2 Treasurer's Report**

**Finance Update FMAC/Council - September 2008**

**Commonwealth Banking System**

This has been set up and the agreed regional committee members have been issued with their credit cards.

Northern Territory and New South Wales have now transferred all of their funds to the corporate banking system.

It is expected that all other regions will transfer before their by the end of the year.

**ATEM Quickbooks System**

All regions except the South-east Queensland/Northern Rivers are now accounting for their operations using the ATEM Quickbooks system.

It is expected that the remaining region will be set up in the next month.

Following discussions with Peter last week we have agreed that the consolidated accounting system will be established from 1 January 2009.

This will mean that we will only have to establish Balance Sheet accounts. It will also allow us time to clean up existing balance sheet accounts before the funds are transferred.

**Finance Manual**

Neil Voyce has completed the first and draft of the Finance Manual.

Peter and I reviewed the document in August and consider that it contains most of the basic information. However the banking processes described in the manual relates to the way we operated with cheques etc in the past. The manual needs to be brought up to date with modern internet banking and credit card processes.

**Financial Reports**

**Budget 2008**

Peter and I in association with Regional Chairs and Finance Officers have reviewed the Budget for 2008 and 2009. We have focused on these two years as the level of budgeting at this time is poor and to try to budget for 2010 and 2011 is of little value. We do have budgets for these out years but I am not prepared to table them at present.

The outcome of this review is set in the document titled ATEM Budget 2008. The document identifies that all regions and the council will spend \$104,000 more than is expected to be received in 2008.

This is also taking into account the \$90,000 draw down from reserves. While in my opinion the figure is of concern it is far better that the \$300,000 we were faced with at first.

Also for 2008 we have prepared a consolidate Income statement for the period 1 January 2008 to 8 August 2008. This document identifies that the actual expenditure exceeded income by \$12,600 in that period and in my opinion reflects more closely the financial performance for the year than the budget document.

**Budget 2009**

The draft 2009 budget forecasts a deficit of \$145,000 but no draw down from reserves have been included. Again I don't expect this to be the actual result but if it was ATEM would soon be in liquidation.

From the information presented I believe that there are certain issues that need to be considered they include:

- Membership Subscriptions
- Corporate Subscriptions
- Fees charged for PD Activities
- The cost of Secretariat support (big item)
- ATEM Grants and Scholarships
- Support for emerging Regions (Tropical, Western)

**Any Questions**

**Item 4.1 Operating Expenditure Schedule**

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Item</u>	<u>Account</u>	<u>Paid Amount</u>	<u>Original Amount</u>
1	16/07/2008	Viv Carson		<b>ATEM Main</b>		<b>-977.59</b>
				Meeting Expenses	-888.72	888.72
				GST Tax Payable	-88.87	88.87
					<u>-977.59</u>	<u>977.59</u>
2	26/06/2008	Rex Jones		<b>ATEM Main</b>		<b>-398.48</b>
				Meeting Expenses	-362.25	362.25
				GST Tax Payable	-36.23	36.23
					<u>-398.48</u>	<u>398.48</u>
3	26/06/2008	Jennifer Till		<b>ATEM Main</b>		<b>-197.00</b>
				Meeting Expenses	-179.09	179.09
				GST Tax Payable	-17.91	17.91
					<u>-197.00</u>	<u>197.00</u>
4	02/07/2008	Scardoni Enterprises		<b>ATEM Main</b>		<b>-2,732.72</b>
				Executive/Branch Admin Support	-2,416.65	2,416.65
				Printing Postage and Stationery	-67.64	67.64
				GST Tax Payable	-248.43	248.43
					<u>-2,732.72</u>	<u>2,732.72</u>
5	08/07/2008	Massaro Consulting		<b>ATEM Main</b>		<b>-30,537.65</b>
				Professional Development Expens	-27,761.50	27,761.50

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			GST Tax Payable	<u>-2,776.15</u>	<u>2,776.15</u>
				-30,537.65	30,537.65
<b>6</b>	<b>14/07/2008</b>	<b>Thinking Futures</b>	<b>ATEM Main</b>		<b>-4,125.00</b>
			Executive Support Prof Dev	-3,750.00	3,750.00
			GST Tax Payable	<u>-375.00</u>	<u>375.00</u>
				-4,125.00	4,125.00
<b>8</b>	<b>14/07/2008</b>	<b>HL &amp; R Pickford Holdings</b>	<b>ATEM Main</b>		<b>-2,492.66</b>
			Executive/Branch Admin Support	-2,416.66	2,416.66
			Printing Postage and Stationery	-69.09	69.09
			GST Tax Payable	<u>-6.91</u>	<u>6.91</u>
				-2,492.66	2,492.66
<b>9</b>	<b>14/07/2008</b>	<b>Technic Group</b>	<b>ATEM Main</b>		<b>-825.00</b>
			Accounting System	-750.00	750.00
			GST Tax Payable	<u>-75.00</u>	<u>75.00</u>
				-825.00	825.00
<b>10</b>	<b>17/07/2008</b>	<b>Schurberts Carering</b>	<b>ATEM Main</b>		<b>-287.00</b>
			Professional Development Expens	-260.91	260.91
			GST Tax Payable	<u>-26.09</u>	<u>26.09</u>
				-287.00	287.00
<b>11</b>	<b>17/07/2008</b>	<b>Hilary Langford</b>	<b>ATEM Main</b>		<b>-18.00</b>
			PD Activities	<u>-18.00</u>	<u>18.00</u>

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				-18.00	18.00
12	21/07/2008	Evolution 7	<b>ATEM Main</b>		<b>-750.00</b>
			Web & Computing Expenses	-681.82	681.82
			GST Tax Payable	<u>-68.18</u>	<u>68.18</u>
				-750.00	750.00
13	21/07/2008	Swinbourne Uni of Tech	<b>ATEM Main</b>		<b>-52.80</b>
			Web & Computing Expenses	-48.00	48.00
			GST Tax Payable	<u>-4.80</u>	<u>4.80</u>
				-52.80	52.80
14	21/07/2008	Ian Dobson	<b>ATEM Main</b>		<b>-1,500.00</b>
			Journal Editorial Honorarium	<u>-1,500.00</u>	<u>1,500.00</u>
				-1,500.00	1,500.00
15	21/07/2008	Barb Stubbs	<b>ATEM Main</b>		<b>-1,431.30</b>
			Executive/Branch Admin Support	-909.09	909.09
			Professional Development		
			Expens	-392.09	392.09
			GST Tax Payable	<u>-130.12</u>	<u>130.12</u>
				-1,431.30	1,431.30
16	01/08/2008	Scardoni Enterprises	<b>ATEM Main</b>		<b>-2,905.88</b>
			Executive/Branch Admin Support	-2,416.66	2,416.66
			Professional Development		
			Expens	-167.27	167.27
			Printing Postage and Stationery	-57.77	57.77

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			GST Tax Payable	-264.18	<u>264.18</u>
				-2,905.88	2,905.88
<b>17</b>	<b>01/08/2008</b>	<b>QUT</b>	<b>ATEM Main</b>		<b>-600.04</b>
			Professional Development Expens	-545.49	545.49
			GST Tax Payable	-54.55	<u>54.55</u>
				-600.04	600.04
<b>18</b>	<b>01/08/2008</b>	<b>Capricornia College</b>	<b>ATEM Main</b>		<b>-645.90</b>
			Professional Development Expens	-587.18	587.18
			GST Tax Payable	-58.72	<u>58.72</u>
				-645.90	645.90
<b>19</b>	<b>01/08/2008</b>	<b>Neva Banks</b>	<b>ATEM Main</b>		<b>-7,339.39</b>
			Professional Development Expens	-6,672.17	6,672.17
			GST Tax Payable	-667.22	<u>667.22</u>
				-7,339.39	7,339.39
<b>20</b>	<b>01/08/2008</b>	<b>B Stubbs</b>	<b>ATEM Main</b>		<b>-390.00</b>
			Executive/Branch Admin Support	-354.55	354.55
			GST Tax Payable	-35.45	<u>35.45</u>
				-390.00	390.00
<b>21</b>	<b>01/08/2008</b>	<b>Evolution 7</b>	<b>ATEM Main</b>		<b>-2,675.00</b>
			Web & Computing Expenses	-2,431.82	2,431.82

ATEM Council Agenda September 2008

			GST Tax Payable	<u>-243.18</u>	<u>243.18</u>
				-2,675.00	2,675.00
<b>22</b>	<b>01/08/2008</b>	<b>Express Teleconferencing</b>	<b>ATEM Main</b>		<b>-87.22</b>
			Meeting Expenses	-79.29	79.29
			GST Tax Payable	<u>-7.93</u>	<u>7.93</u>
				-87.22	87.22
<b>23</b>	<b>07/08/2008</b>	<b>Maximised Resulte Pty Ltd</b>	<b>ATEM Main</b>		<b>-110.00</b>
			Accounting System	-100.00	100.00
			GST Tax Payable	<u>-10.00</u>	<u>10.00</u>
				-110.00	110.00
<b>24</b>	<b>09/08/2008</b>	<b>Scardoni Enterprises</b>	<b>ATEM Main</b>		<b>-1,235.32</b>
			Conference Expenses	-797.22	797.22
			Printing Postage and Stationery	-67.08	67.08
			Professional Development		
			Expens	-258.72	258.72
			GST Tax Payable	<u>-112.30</u>	<u>112.30</u>
				-1,235.32	1,235.32
<b>25</b>	<b>13/08/2008</b>	<b>HL &amp; R Pickford Holdings</b>	<b>ATEM Main</b>		<b>-1,416.66</b>
			Executive/Branch Admin Support	<u>-1,416.66</u>	<u>1,416.66</u>
				-1,416.66	1,416.66
<b>26</b>	<b>13/08/2008</b>	<b>HL &amp; R Pickford Holdings</b>	<b>ATEM Main</b>		<b>-1,000.00</b>
			Executive/Branch Admin Support	<u>-1,000.00</u>	<u>1,000.00</u>

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				-1,000.00	1,000.00
<b>27</b>	<b>13/08/2008</b>	<b>Toll Holdings</b>	<b>ATEM Main</b>		<b>-5,000.00</b>
			Share purchase	<u>-5,000.00</u>	<u>5,000.00</u>
				-5,000.00	5,000.00
<b>28</b>	<b>19/08/2008</b>	<b>Thinking Futures</b>	<b>ATEM Main</b>		<b>-4,125.00</b>
			Executive Support Prof Dev	-3,750.00	3,750.00
			GST Tax Payable	<u>-375.00</u>	<u>375.00</u>
				-4,125.00	4,125.00
<b>29</b>	<b>19/08/2008</b>	<b>Central queensland Uni</b>	<b>ATEM Main</b>		<b>-136.92</b>
			Professional Development Expens	-124.47	124.47
			GST Tax Payable	<u>-12.45</u>	<u>12.45</u>
				-136.92	136.92
<b>30</b>	<b>19/08/2008</b>	<b>Foresight Improv through People Pty Ltd</b>	<b>ATEM Main</b>		<b>0.00</b>
				0.00	0.00
<b>31</b>	<b>19/08/2008</b>	<b>Foresight Improv through People Pty Ltd</b>	<b>ATEM Main</b>		<b>-3,036.00</b>
			Professional Development Expens	-2,760.00	2,760.00
			GST Tax Payable	<u>-276.00</u>	<u>276.00</u>
				-3,036.00	3,036.00
<b>32</b>	<b>19/08/2008</b>	<b>JCU Halls of Residence</b>	<b>ATEM Main</b>		<b>-178.05</b>

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			Professional Development Expens	-161.86	161.86
			GST Tax Payable	<u>-16.19</u>	<u>16.19</u>
				-178.05	178.05
<b>33</b>	<b>27/08/2008</b>	<b>Jennifer Till</b>	<b>ATEM Main</b>		<b>-1,170.00</b>
			Conference Expenses	-1,063.64	1,063.64
			GST Tax Payable	<u>-106.36</u>	<u>106.36</u>
				-1,170.00	1,170.00
<b>34</b>	<b>27/08/2008</b>	<b>Jennifer Till</b>	<b>ATEM Main</b>		<b>-268.73</b>
			Conference Expenses	-244.30	244.30
			GST Tax Payable	<u>-24.43</u>	<u>24.43</u>
				-268.73	268.73
<b>35</b>	<b>27/08/2008</b>	<b>University of Newcastle</b>	<b>ATEM Main</b>		<b>-250.00</b>
			Payroll Expenses	<u>-250.00</u>	<u>250.00</u>
				-250.00	250.00
<b>36</b>	<b>05/09/2008</b>	<b>Scardoni Enterprises</b>	<b>ATEM Main</b>		<b>-2,658.33</b>
			Executive/Branch Admin Support	-2,416.66	2,416.66
			GST Tax Payable	<u>-241.67</u>	<u>241.67</u>
				-2,658.33	2,658.33
<b>37</b>	<b>05/09/2008</b>	<b>HL &amp; R Pickford Holdings</b>	<b>ATEM Main</b>		<b>-3,010.16</b>
			Executive/Branch Admin Support	-2,416.66	2,416.66
			Printing Postage and Stationery	-340.91	340.91

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			Meeting Expenses	-198.64	198.64
			GST Tax Payable	<u>-53.95</u>	<u>53.95</u>
				-3,010.16	3,010.16
<b>38</b>	<b>05/09/2008</b>	<b>The John Flynn College</b>	<b>ATEM Main</b>		<b>-498.50</b>
			Professional Development Expens	-453.18	453.18
			GST Tax Payable	<u>-45.32</u>	<u>45.32</u>
				-498.50	498.50
<b>39</b>	<b>05/09/2008</b>	<b>Maree Conway</b>	<b>ATEM Main</b>		<b>-639.59</b>
			Meeting Expenses	-581.45	581.45
			GST Tax Payable	<u>-58.14</u>	<u>58.14</u>
				-639.59	639.59
<b>40</b>	<b>05/09/2008</b>	<b>Rex Jones</b>	<b>ATEM Main</b>		<b>-642.38</b>
			Meeting Expenses	-583.98	583.98
			GST Tax Payable	<u>-58.40</u>	<u>58.40</u>
				-642.38	642.38
<b>41</b>	<b>05/09/2008</b>	<b>Carol Sutherland</b>	<b>ATEM Main</b>		<b>-538.00</b>
			Meeting Expenses	-489.09	489.09
			GST Tax Payable	<u>-48.91</u>	<u>48.91</u>
				-538.00	538.00
<b>42</b>	<b>05/09/2008</b>	<b>Edith Cowan Uni</b>	<b>ATEM Main</b>		<b>-3,149.94</b>
			Conference Expenses	-2,863.58	2,863.58

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			GST Tax Payable	<u>-286.36</u>	<u>286.36</u>
				-3,149.94	3,149.94
<b>43</b>	<b>05/09/2008</b>	<b>Express Teleconferencing</b>	<b>ATEM Main</b>		<b>-349.47</b>
			Meeting Expenses	-317.70	317.70
			GST Tax Payable	<u>-31.77</u>	<u>31.77</u>
				-349.47	349.47
<b>44</b>	<b>10/09/2008</b>	<b>ANU</b>	<b>ATEM Main</b>		<b>-220.00</b>
			Sundry Expenses	-200.00	200.00
			GST Tax Payable	<u>-20.00</u>	<u>20.00</u>
				-220.00	220.00
<b>45</b>	<b>10/09/2008</b>	<b>Thinking Futures</b>	<b>ATEM Main</b>		<b>-4,125.00</b>
			Executive Support Prof Dev	-3,750.00	3,750.00
			GST Tax Payable	<u>-375.00</u>	<u>375.00</u>
				-4,125.00	4,125.00
<b>46</b>	<b>10/09/2008</b>	<b>Technic Group</b>	<b>ATEM Main</b>		<b>-1,922.25</b>
			Accounting System	-1,747.50	1,747.50
			GST Tax Payable	<u>-174.75</u>	<u>174.75</u>
				-1,922.25	1,922.25
<b>47</b>	<b>11/09/2008</b>	<b>Viv Carson</b>	<b>ATEM Main</b>		<b>-78.50</b>
			Meeting Expenses	-71.36	71.36
			GST Tax Payable	<u>-7.14</u>	<u>7.14</u>

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				-78.50	78.50
<b>48</b>	<b>11/09/2008</b>	<b>AI Rinn Admin Specialists</b>	<b>ATEM Main</b>		<b>-550.00</b>
			Executive/Branch Admin Support	-500.00	500.00
			GST Tax Payable	<u>-50.00</u>	<u>50.00</u>
				-550.00	550.00
<b>49</b>	<b>11/09/2008</b>	<b>Murray Wackett</b>	<b>ATEM Main</b>		<b>-1,096.00</b>
			Executive/Branch Admin Support	<u>-1,096.00</u>	<u>1,096.00</u>
				-1,096.00	1,096.00
<b>50</b>	<b>11/09/2008</b>	<b>Foresight Improv through People Pty Ltd</b>	<b>ATEM Main</b>		<b>-10,386.04</b>
			Professional Development Expens	-9,441.85	9,441.85
			GST Tax Payable	<u>-944.19</u>	<u>944.19</u>
				-10,386.04	10,386.04
<b>51</b>	<b>19/09/2008</b>	<b>UoN Services Ltd</b>	<b>ATEM Main</b>		<b>-265.00</b>
			Membership Recruitment	-240.91	240.91
			GST Tax Payable	<u>-24.09</u>	<u>24.09</u>
				-265.00	265.00
<b>52</b>	<b>19/09/2008</b>	<b>Swinbourne Uni of Tech</b>	<b>ATEM Main</b>		<b>-794.20</b>
			Web & Computing Expenses	-722.00	722.00
			GST Tax Payable	<u>-72.20</u>	<u>72.20</u>
				-794.20	794.20

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53	19/09/2008	Evolution 7	<b>ATEM Main</b>		<b>-400.00</b>
			Web & Computing Expenses	-363.64	363.64
			GST Tax Payable	<u>-36.36</u>	<u>36.36</u>
				-400.00	400.00
1532	02/06/2008	HL & R Pickford Holdings	<b>Council CBA Chq A/c</b>		<b>-3,337.74</b>
			Executive/Branch Admin Support	-2,416.66	2,416.66
			Printing Postage and Stationery	-216.36	216.36
			Conference Expenses	-620.98	620.98
			GST Tax Payable	<u>-83.74</u>	<u>83.74</u>
				-3,337.74	3,337.74
1533	02/06/2008	Scardoni Enterprises	<b>Council CBA Chq A/c</b>		<b>-2,680.25</b>
			Executive/Branch Admin Support	-2,436.59	2,436.59
			GST Tax Payable	<u>-243.66</u>	<u>243.66</u>
				-2,680.25	2,680.25
1534	06/06/2008	Thinking Futures	<b>Council CBA Chq A/c</b>		<b>-4,125.00</b>
			Executive Support Prof Dev	-3,750.00	3,750.00
			GST Tax Payable	<u>-375.00</u>	<u>375.00</u>
				-4,125.00	4,125.00
1535	06/06/2008	Express Teleconferencing	<b>Council CBA Chq A/c</b>		<b>-265.20</b>
			Meeting Expenses	-241.09	241.09
			GST Tax Payable	<u>-24.11</u>	<u>24.11</u>
				-265.20	265.20

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1537	12/06/2008	Judy Szekeres	<b>Council CBA Chq A/c</b>		<b>-156.60</b>
			Meeting Expenses	-142.36	142.36
			GST Tax Payable	<u>-14.24</u>	<u>14.24</u>
				-156.60	156.60
1538	12/06/2008	Linda McLain	<b>Council CBA Chq A/c</b>		<b>-53.06</b>
			Meeting Expenses	-48.24	48.24
			GST Tax Payable	<u>-4.82</u>	<u>4.82</u>
				-53.06	53.06
1539	12/06/2008	Jo Miller	<b>Council CBA Chq A/c</b>		<b>0.00</b>
				0.00	0.00
1540	12/06/2008	Jo Miller	<b>Council CBA Chq A/c</b>		<b>-1,378.19</b>
			Meeting Expenses	-1,252.90	1,252.90
			GST Tax Payable	<u>-125.29</u>	<u>125.29</u>
				-1,378.19	1,378.19
1541	12/06/2008	Uni Of Tas	<b>Council CBA Chq A/c</b>		<b>-223.00</b>
			Meeting Expenses	-202.73	202.73
			GST Tax Payable	<u>-20.27</u>	<u>20.27</u>
				-223.00	223.00
1542	12/06/2008	Peter Scardonì	<b>Council CBA Chq A/c</b>		<b>-1,425.35</b>
			Meeting Expenses	-1,295.77	1,295.77

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			GST Tax Payable	<u>-129.58</u>	<u>129.58</u>
				-1,425.35	1,425.35
<b>1543</b>	<b>16/06/2008</b>	<b>Scardoni Enterprises</b>	<b>Council CBA Chq A/c</b>		<b>-6,213.70</b>
			Meeting Expenses	-5,648.82	5,648.82
			GST Tax Payable	<u>-564.88</u>	<u>564.88</u>
				-6,213.70	6,213.70
<b>1544</b>	<b>19/06/2008</b>	<b>Evolution 7</b>	<b>Council CBA Chq A/c</b>		<b>-1,850.00</b>
			Web & Computing Expenses	-1,681.82	1,681.82
			GST Tax Payable	<u>-168.18</u>	<u>168.18</u>
				-1,850.00	1,850.00
<b>1545</b>	<b>19/06/2008</b>	<b>Technik Group</b>	<b>Council CBA Chq A/c</b>		<b>-948.75</b>
			Accounting System	-862.50	862.50
			GST Tax Payable	<u>-86.25</u>	<u>86.25</u>
				-948.75	948.75
<b>1546</b>	<b>19/06/2008</b>	<b>Curtin</b>	<b>Council CBA Chq A/c</b>		<b>-805.05</b>
			Meeting Expenses	-731.86	731.86
			GST Tax Payable	<u>-73.19</u>	<u>73.19</u>
				-805.05	805.05
<b>1547</b>	<b>19/06/2008</b>	<b>Hotel Grand Chancellor</b>	<b>Council CBA Chq A/c</b>		<b>-2,657.50</b>
			Meeting Expenses	-2,415.91	2,415.91
			GST Tax Payable	<u>-241.59</u>	<u>241.59</u>

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				-2,657.50	2,657.50
<b>1548</b>	<b>19/06/2008</b>	<b>Griffith</b>	<b>Council CBA Chq A/c</b>		<b>-229.99</b>
			Meeting Expenses	-209.08	209.08
			GST Tax Payable	<u>-20.91</u>	<u>20.91</u>
				-229.99	229.99
<b>1549</b>	<b>19/06/2008</b>	<b>Jane Kovacs</b>	<b>Council CBA Chq A/c</b>		<b>-54.00</b>
			Meeting Expenses	-49.09	49.09
			GST Tax Payable	<u>-4.91</u>	<u>4.91</u>
				-54.00	54.00
<b>1550</b>	<b>27/06/2008</b>	<b>Atem</b>	<b>Council CBA Chq A/c</b>		<b>-50,000.00</b>
			Transfer	<u>-50,000.00</u>	<u>50,000.00</u>
				-50,000.00	50,000.00
<b>1551</b>	<b>05/09/2008</b>	<b>Taylor and Francis</b>	<b>Council CBA Chq A/c</b>		<b>-10,918.88</b>
			Journal	-9,926.25	9,926.25
			GST Tax Payable	<u>-992.63</u>	<u>992.63</u>
				-10,918.88	10,918.88

**Item 4.6 Professional Development Program for 2009**

**Report from Professional Development Coordinator**

**ATEM Council**

**Report from Professional Development Coordinator**

The major item reported here is an update to Council on the development of the 2009 Professional Development Program. A meeting of the Professional Development Planning Group was held in Sydney on 29 August 2008. It was a productive meeting which agreed to make recommendations about the following matters.

**1 Timing of Approval of 2009 Professional Development Program**

It was planned to bring the final 2009 professional development program to Council for approval at its December 2008 meeting. The Planning Group agreed to recommend to Council that the structure and broad scope of the 2009 professional development program be endorsed at this meeting, so that planning can commence in regions.

**2 Support for Professional Development Programs**

The Change Management Group noted that the amount of money now devoted to supporting professional development across the Association was substantial and recognised the need to move beyond relying on the goodwill of volunteers. The Planning Group considered this and agreed that:

- (i) all regional support staff be immediately considered to be members of the ATEM Secretariat, and
- (ii) from 2009 onwards, line items in regional budgets to fund this support be consolidated so that regional support staff are paid by ATEM rather than the regions.

The Planning Group was clear that the roles of the existing incumbents in the regions would not change in the short term, and that the Secretariat would need to work closely with these people and Regional Committees to build consistency in administrative support across the regions, and to review of the tasks involved in support professional development in the regions to identify the best structure and delivery point (ATEM or region) for that support.

**3 Structure of PD Program**

The attached document outlines the proposed framework for ATEM PD programs, aligned with the four categories in the draft ATEM strategy document being considered by Council, with the addition of a “hot topics” section. The aim is that regions would aim to offer a balance of programs across each of the five areas. The Planning Group recommends this framework be approved to allow the finalisation of the 2009 ATEM PD program.

The ATEM PD Coordinator will develop and circulate templates to record program information in a consistent format to regions, and will consolidate information to produce marketing material (see item 4). The exact number of programs to be offered in each region will be determined by regions, with decisions based on the principals of offering a high quality, professional program within the agreed ATEM PD framework, that links with the ATEM capabilities, and that addresses particular regional needs.

**4 Marketing of ATEM PD Program**

The Group noted the work that has already been undertaken by the Marketing and Profile Working Party. It was agreed that marketing of the ATEM PD Program should include:

- hard copy brochure with all programs listed (but not necessarily times and locations), with a PDF version of this brochure available on the ATEM website,
- brochure for each program,
- consistent workshop material (eg banners, pads, pens etc),
- flash drives with ATEM logo for participants, and
- monthly email PD updates (as Bass Region does now).

A consistent ATEM style will be developed, based on the current ATEM information brochure. The ATEM website should be updated to facilitate searching for information about PD programs in a number of ways.

The Planning Group supported the concept of Weekend Update being upgraded to an email newsletter, open to the public, which would include information about PD programs. The newsletter will need to be promoted widely to be an effective marketing tool for ATEM.

The Planning Group also agreed to recommend that material be prepared for Corporate Members outlining ATEM 'expectations' about supporting PD programs (ie free rooms made available for ATEM programs).

One suggestion made by the Group was for an "ATEM Week" where events were run on each campus to raise ATEM's visibility. Institutional Coordinators could coordinate this, with funding provided by the Association.

## **5 Launch of 2009 ATEM PD Program**

The Planning Group recommends that the 2009 ATEM PD program be launched by the President in each region at a breakfast session with a guest speaker (to be funded in the ATEM budget). Editorial material for Campus Review to cover the launch of the program should be prepared.

## **6 Online Functionality to Support ATEM PD Programs**

The Planning Group recommended that, as a matter of urgency, the ATEM website be updated to the standard offered by membership sites to allow management of registrations, waiting lists, and payment for all ATEM PD programs online. This functionality needs to be operational by the end of October 2008. If this deadline cannot be met, the Planning Group recommends that an off-the-shelf package (preferably web delivered) be adopted by ATEM.

## **7 Resources to Support Regions**

The Planning Group agreed that the Association should provide the following support for regions:

- an ATEM PD Guidelines document (draft being developed),
- a database of speakers/facilitators with feedback ratings,
- templates for costing and marketing, and
- budgeting support (workshop).

The Planning Group also agreed to recommend that the Association explore the possibility of sponsorship for ATEM PD programs, coordinated centrally by the Secretariat. An initial approach has been made to Freehills which already sponsored a program in the Western

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Region to extend that sponsorship Association wide (a verbal report will be made to the meeting).

Should recommendations in this report be approved, both the Regional and ATEM draft budgets for 2009 and beyond will need to be adjusted accordingly.

**Maree Conway**  
ATEM Professional Development Coordinator  
11 September 2008

**Item 5 Awards and Grants Committee Minutes**

Minutes of a Meeting of the Awards and Grants Committee held by Teleconference on Thursday 7 August 2008 at 2.00 pm Australian Eastern Standard Time

**Present:** VP Chris Pepper (Chair), Heather Davis, Steve Langley, Giles Pickford (Secretary)

**1. Apologies**

Linda McLain

**2. Minutes**

The Minutes of the meeting held on 13 August 2007 were confirmed subject to the removal of Chris Pepper from those present.

**3. Peter Karmel International Travel Grant**

The Committee noted that there was one application from Toni Hodge of the University of Canterbury as shown below.

**Toni Hodge**

Degrees: Grad Dip in Commerce (2000), Enrolled Master's Degree by Thesis.

Joined ATEM in March 1999

Topic: INTERNATIONAL ACCREDITATION OF BUSINESS SCHOOLS: An explanatory multiple-case study of their motivations

Referee: Pro Vice-Chancellor, University of Canterbury

It was resolved that the 2009 Peter Karmel International Travel Grant be awarded to Toni Hodge.

**4. Maurie Blank Study Scholarship**

There were two applications have been received, one from Heather Davis, and the other from Judith Little. Judith Little's application does not meet the two-year membership requirement.

**Heather Davis**

Degrees: Master of Professional Education and Training (Deakin 2004) B Bus (1996 RMIT)

Joined ATEM in 2003

Enrolled Course: PhD

Referee: Joanne Austin, RC Bass

Further details sent by e-mail with Agenda

**Judith Little**

Degrees: BA (Hons) Melbourne

Joined ATEM on 23 August 2007 – Appears to be not eligible, needs two years membership.

Becomes eligible on 23 August 2009

Enrolled Course: Final Year of Postgraduate Diploma in Psychology (Monash)

Referee: Kai Jensen.

Further Details sent by post.

It was noted that Heather Davis declared a conflict of interest and absented herself from the deliberations. It was then resolved that the 2009 Maurie Blank Study Scholarship be awarded to Heather Davis.

**5. Meritorious Service Award**

The NSW/ACT Region has nominated Kay Hemsall for the Meritorious Service Award. It was agreed that this award is well deserved and that it be given.

**6. Certificate of Appreciation**

The Bass Region has nominated Mark Hatwell and Kai Jensen for the Certificate of Appreciation. It was agreed that this award is well deserved by both candidates and that it be given.

**7. Selection of Conference Delegates**

The Committee noted that free places at Conferences are offered to Councillors in the first round, members of Region Committees in the second round and the whole membership in the third round.

The Committee resolved that the following Councillors be confirmed as ATEM Delegates.

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC in 2008</b>
ACCRAO 13-16 April 2009 Chicago	Judy Szekeres (Central)	
AAUA June 2009 Washington USA	Jo Miller (Tropical)	Dan King Christine Somerville
AUA 6-8 Apr 2009 Exeter	Lucy Schulz (Central)	Bruce Nelson
ACHEA TBA July 2009 Venue TBA AFR Higher Ed Conf March 2009	None  Details not yet available	

The Committee suggests that ACHEA be monitored following the cancellation of the 2008 Conference at some cost to ATEM in forfeited air fares.

The Committee will consider the AFR Conference if and when details become available.

*GP 1/8/08*

**Item 5.1.1 The Ian Chubb Career Development Award**

**Ian Chubb Career Development Grant  
Guidelines for Applicants**

**This prestigious award is named for Ian Chubb AC, the third Patron of ATEM, Vice-Chancellor of Flinders University and the Australian National University.**

Ian Chubb Career Development Grant is designed to provide a unique opportunity for members to undertake an intensive period of professional development. ATEM expects that applicants will align the development program with ATEM's Capability Statement and impart their learning to members through contributing to the Association and its Strategic Directions

The value of the Grant is currently up to \$AUD 7,500.

**Eligibility**

ATEM members of at least two years consecutive standing are eligible to apply for the Grant. It is expected that applicants would be at the stage of their career where the award of the Grant would enable them to enhance their career development and their professional standing.

**Guidelines**

An individual can only ever receive one Grant.

The Grant can be used to support conference attendance and international travel.

The Grant must normally be taken within one calendar year of the Grant being made.

The Awards Committee has the right to not award the Grant in any given year.

**Applications**

Applications should be submitted on the ATEM Awards and Scholarships application form which is available from the ATEM Secretariat (atem1@bigpond.com) or from the ATEM website (www.atem.edu.au).

Applications should be as complete and comprehensive as possible. The Awards Committee does not normally conduct interviews or seek additional information, so it is important that applications are complete when submitted.

Applications are considered by the ATEM Awards and Grants Committee and noted by the Council.

**Criteria for Assessing Applications**

The following criteria are used to assess applications for International Travel Grants.

- Membership of ATEM for at least two years.
- Institutional support for the applicant, demonstrated by a written statement from the applicant's manager, indicating the value of the Grant to the professional development of the individual.

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- Professional presentation of application.
- How the grant will contribute to the applicant's career development. Applicants should make specific reference to the relevant components of ATEM's Capability Statement.
- How the applicant intends to impart their learning to ATEM members and contribute to the Association in the 12 months following receipt of the grant.

### **Reporting**

Successful applicants will be expected to prepare a written report for submission to the ATEM Council within three months of their return from their travel. This report will specify:

- itinerary of visits;
- contacts made;
- budget statement; and
- details of how successfully the grant contributed to the applicant's career development what the applicant will contribute to ATEM and its members going forward.

A copy of this report will be forwarded to the chief executive officer (Vice-Chancellor or equivalent) of the applicant's institution by the ATEM Secretariat.

Successful applicants will also be expected write an article for publication ATEM Matters.

The applicant may wish to prepare and submit a paper for the next regional and or Association Conference.

Reports to the ATEM Council are published on the ATEM web page.

### **Item 5.3 Report from the Editor of the Journal**

#### **Introduction**

The Journal is well into its thirtieth year. Issue 4 for the year is currently 'in press'. The table of contents of the forthcoming issue is attached (Appendix 1).

#### **Interactions**

The work of the journal is made easier by the helpful input of the ATEM Secretariat and the Melbourne-based staff of the publisher. Most aspects of the Journal are running well, but this might not be the case without the help of these others.

#### **Financial dealings**

The bank statement as at the end of August showed a balance of \$4,615.06. The editor/business manager forwarded an audit report for the Year Ended 30 April 2008 to the Secretariat. The editor will be overseas from 16 October until 17 December, 2008.

#### **Editorial Board membership**

As at May 2008, the Editorial Board comprises:

Ronald Barnett	University of London, UK
Mona Chung	Deakin University
Maree Conway	Thinking Futures, 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, Australia
Lars Nikklason	Uppsala University, Sweden
Michael Shattock	University of London, 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.

#### **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. For the period 1 January to 31 August 2008, 92 new papers have been received. A couple of papers submitted in 2007 are still 'in the loop'. In 2007 the Journal received a total of 147 papers for consideration. Even with the increase to four issues per annum, the Journal's rejection rate is likely to exceed 75 per cent. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality. Unless there is a last quarter flurry, it is unlikely that the Journal will receive quite as many papers as in 2007.

The major statistical breakdown of papers to the end of August 2008 is as follows:  
Main countries of origin: Australia 26 papers, North America 15, UK 11, Nigeria 7, New Zealand 4, Asia / Middle East / Africa 10.

Acceptance, etc: Accepted 11, Rejected 64, Withdrawn 4, In process 13.

Papers accepted: UK 5, Australia 2, USA 2, New Zealand 1, Finland 1, Nigeria 1.

### **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. This practice continues.

### **Journal Content**

Journal content and paper quality are dependent on the material submitted. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editor's 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.

As noted in the introduction, Volume 30 (4) is currently with the publisher. The publisher no longer allows profligate editors to exceed their page budget, but meeting the budget isn't as easy as it sounds.

### **Other**

1. The editor acted as a referee for the 'refereed paper stream' for the 2008 TEM conference. About a dozen authors requested that their work be peer reviewed. At the request of conference organisers, the editor provided guidelines for authors for papers submitted to the refereed stream, but unfortunately a second set of guidelines was also on the website, a residual from an earlier year, perhaps. This second set of guidelines recommended a referencing style previously unknown to the editor, so one wonders what the source was. TEM officials provided 'blind' copies of papers (with one exception) so that reviewers could be genuine 'blind' referees (in accordance with standard scholarly requirements).
2. The Journal is to conduct a session at the TEM conference (Christchurch, September 2008) to convince ATEM members that they should seek to publish their work in the Journal. Speakers will include editor Dobson and editorial board member Conway. Based on observations from papers submitted for the refereed stream, professional development in the form of 'how to get a paper published' is warranted somewhere in the ATEM raft of PD programmes.
3. Earlier this year, the Journal was ranked in the 6th – 15th percentiles of world journals in the ARC's ranking of journals. The Journal was ranked in Tier 'A' in the scale A\*, A, B, C. One wonders why the ratings weren't A, B, C, D! The criteria for 'A' journals is: "The majority of papers in a Tier A journal will be of very high quality. Publishing in an A journal would enhance the author's standing, showing they have real engagement with the global research community and that they have something to say about problems of some significance. Typical signs of an A journal are lowish acceptance rates and an editorial board which includes a reasonable fraction of well known researchers from top institutions". (Accessed on 12 September 2008 at: [http://www.arc.gov.au/era/tiers\\_ranking.htm](http://www.arc.gov.au/era/tiers_ranking.htm)).
4. The Editor has written a paper for publication in Volume 31 (1) on the 'history' of the Journal through its authors and contents. Helpful and constructive observations were received from editorial board member Maree Conway and secretariat member Giles Pickford.

**Final comment**

As editor, and on behalf of the Journal, I would like offer general thanks to the ATEM Council for their on-going support, and the members of the ATEM secretariat for the specific help and advice they provide at various times.

Ian R Dobson  
**Editor**

**Appendix 1: Table of Contents Page**

Volume 30 Number 4 November 2008

CONTENTS

Letter from the Editor  
Ian R Dobson

Articles

‘Sleeping with the Enemy’ – how far are you prepared to go to make a difference? A look at the academic – allied staff divide.

*Sue Wohlmuther*

Agency Theory as a Framework for the Government-University Relationship: Assessment of the theory

*Jussi Kivistö*

Australian postgraduate research students still prefer to ‘stay at home’: Reasons and implications

Margaret Kiley and Andy Austin

Family friendly policies and gender bias in academia

Audrey L. Mayer and Päivi M. Tikkaa

Beyond Administration and Management: Reconstructing the Identities of Professional Staff in UK Higher Education

Celia Whitchurch

A Survey of Academic Officers Regarding Performance Appraisal in Estonian and American Universities

Richard Herdlein, Hasso Kukemelk, and Kilno Turk

The effect of student loan schemes on students returning to study

Sarah Tumen, Boaz Shulruf

Book Reviews

\*\*\*\*\*

**Item 5.4 Corporate Membership Campaign**

Month Due	Corporate Renewals 2008	E-mailed	Renewed	
	<b>Undecided in Yellow</b>			
January	Campus Living Villages Pty Ltd	5-Jan	x	
	Central Queensland University	5-Jan	x	
	Edith Cowan	5-Jan	x	
	James Cook	5-Jan	x	
	<b>Manukau Institute of Technolgy</b>	5-Jan		
	Monash University	5-Jan	x	
	<b>Queensland Office of Higher Ed</b>	5-Jan		
	Universities Australia	5-Jan	x	
	University of Canberra	5-Jan	x	
	February	Assoc of Uni Administrators	5-Jan	x
Australian Catholic University		5-Jan	x	
Australian Maritime College		5-Jan	x	
Australian National University		5-Jan	x	
Batchelor Institute		5-Jan	x	
Charles Darwin University		5-Jan	x	
LaTrobe University		5-Jan	x	
<b>NZ Ministry of Education</b>		5-Jan		
Otago Polytechnic		5-Jan	x	
University of Canterbury		5-Jan	x	
University of Melbourne		5-Jan	x	
University of New England		5-Jan	x	
University of New South Wales		5-Jan	x	
University of Otago		5-Jan	x	
University of South Australia		5-Jan	x	
University of Sydney		5-Jan	x	
University of Tasmania		5-Jan	x	
University of Wollongong		5-Jan	x	
March		Christchurch Polytechnic Inst of T	29-Feb	x
		Curtin University of Technology	29-Feb	x
	Deakin University	29-Feb	x	
	<b>Massey University</b>	29-Feb		
	Murdoch University	29-Feb	x	
	<b>Nelson Marlborough Inst of T</b>	29-Feb		
	Queensland University of Tech	29-Feb	x	
	Swinburne University of Tech	29-Feb	x	
	UNITEC New Zealand	29-Feb	x	
	University of Technology, Sydney	29-Feb	x	
	University of the Sunshine Coast	29-Feb	x	
	University of Western Australia	29-Feb	x	
	University of Western Sydney	29-Feb	x	
	Victoria University	29-Feb	x	
	Victoria University of Wellington	29-Feb	x	
April	WA Dept of Education and Training	29-Feb	No	
	AACRAO	29-Feb	x	
	Auckland University of Technology	29-Feb	No	
	Bay of Plenty Polytechnic	29-Feb	x	
	Charles Sturt University	29-Feb	x	
	Flinders University	29-Feb	x	
	Higher Ed Services	29-Feb	x	

## ATEM Council Agenda September 2008

	Lincoln University	29-Feb	
	Macquarie University	29-Feb	
	NZ Tertiary Education Commission	29-Feb	x
	RMIT University	29-Feb	
	Southern Cross University	29-Feb	x
	University of Newcastle	29-Feb	x
	University of Queensland	29-Feb	x
	University of Southern Queensland	29-Feb	x
May	Canberra Institute of Technology	23-Jun	x
	DEEWR	NEW	x
	NZ College of Chiropractic	NEW	x
	UAC (NSW & ACT)	23-Jun	x
	University College (ADFA)		
	University of Adelaide	23-Jun	x
	University of Ballarat	23-Jun	x
	University of Notre Dame	23-Jun	
	University Admissions Centre	7-Jul	x
	Bond University	NEW	x

### SUMMARY

Renewed 2008	55
Did not renew	2
Not yet due to renew	0
Undecided	9
New	3
<b>TOTAL CORP MEMBERS</b>	<b>67</b>

### Decided not to Join/Renew

Auckland University of Technology  
 Griffith  
 University of Auckland  
 WA Dept of Ed & Training  
 Waikato University  
 Whitecliffe College of Art and Design  
 WITT

**Item 5.5 Annual General Meeting of the ATEM Foundation**

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

The 8<sup>th</sup> Annual General Meeting of the Members of the Association for Tertiary Education Management Foundation Ltd will be held at the end of the Council Meeting on Sunday 28 September in the Christchurch Convention Centre

**DIRECTORS**

Tom Gregg	Director and President
Stephen Weller	Director and Vice-President
Rex Jones	Director and Association Treasurer
Peter Scardoni	Company Secretary

**MEMBERS**

Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Linda McLain	ATEM Councillor
Heather Davis	ATEM Councillor
Ali Hughes	Chair Aotearoa Region
Joanne Austin	Chair Bass Region
Judy Szekeres	Chair Central Region
Jennifer Till	Chair NSW/ACT Region
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Chair Tropical Region
Ken McCluskey	Chair Western Region

**IN ATTENDANCE**

Giles Pickford	Minutes Secretary
Maree Conway	PD Coordinator

**1 Apologies**

Richard Easther (Director), Ian Marshman (Director)

**2 Minutes**

The Flying Minute of the Board Meeting held on 5 September by e-mail is attached. **Page**  
The Minutes of the 7<sup>th</sup> Annual General Meeting are attached. **Page**

For confirmation.

**3 Business Arising from the Minutes**

**3.1 New Zealand Trust**

Tom Gregg to report

**4 Directors' Report and Annual Accounts**

The Directors Report and the Audited accounts for the period 1 May 2007 to 30 April 2008 are attached. **Pages**

**Recommendation:** that the Director's Report and the Audited accounts be accepted.

**5 Investments**

Investment Spreadsheets are attached **Pages**

**Recommendation:** That the Investments be noted

**6. Donations**

The following Donations were received during 2007-8:

ACT Branch	\$10,000
WA Branch	\$10,000
Gavin Moodie	\$1,210

The proceeds of the Ghosts' Lunch were donated as usual. The Ghosts have donated \$9,089 since 2000 and the surplus of the 2008 Lunch is estimated at \$2,000.

**7. Election of Directors**

Recommendation to the AGM:

(a) That the following Directors be reappointed

Richard Easter (Chair)

Tom Gregg

Stephen Weller

Rex Jones

Ian Marshman

Peter Scardoni (Company Secretary)

**8. Appointment of Auditor and Auditor's Remuneration**

Recommendation to the AGM: that the Auditor Keith France and Associates be thanked for his pro bono services and re-appointed

Peter Scardoni

Company Secretary

5 September 2008

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

Minutes of the 7<sup>th</sup> meeting of the ATEM Foundation Board held at 12.30 pm on Thursday 24 May 2007 in the Stanner Room, University House, ANU

**PRESENT:** Richard Easther (Chair), Tom Gregg, Neil Voyce, Giles Pickford (Minutes Secretary).

**1. Apologies**

Apologies were received from Ian Marshman and Peter Scardoni (Company Secretary) who had given their proxies to the Chair.

**2. Minutes**

The Minutes of the Board meeting held on 27 August 2006 were confirmed.

The Minutes of the AGM held on 27 August were noted.

**3. Business Arising from the Minutes**

**3.1 NZ Trust**

The President reported that the NZ Branch was reviewing its Trust Deed and the membership of the Trust and would report to the next meeting.

**3.2 Tax Deductible Gift Recipient Status**

Giles Pickford tabled a document from the Australian Tax Office which indicated that in order for the Foundation to be classified as a Deductible Gift Recipient, funds could not be disbursed outside Australia. It was agreed that the NZ Trust should keep any donations in its own Bank and that this fund should be augmented by contributions from ATEM Inc. when profits allowed for contributions to the Australian and New Zealand funds. It was agreed that the ATEM Secretariat should proceed with the application for Deductible Gift Recipient Status.

**3.3 AGM**

The Committee discussed a suggestion that the AGM of the Foundation should be moved to May in order to avoid reporting problems. It was agreed that the Minutes of this Board Meeting should be presented to Council with a recommendation that the AGM of the Foundation be held by teleconference when the Accounts had been audited.

**4. Directors' Report**

- It was agreed that the Report by the Board of Directors be adopted and forwarded to the AGM of the Foundation.
- It was also agreed that FMAC's advice should be sought on an investment policy for a bear market.
- The Board noted the accounts and resolved that they be forwarded to the Auditor for audit.
- The Board noted the report on investments and was pleased with a growth in the value of investments of around 40%. It congratulated the ATEM Secretariat on this excellent result.

**5. Next Meeting**

The Board noted that the next meeting of the Foundation will be held in late May 2008 in

*GP 24/5/07*

**ATEM FOUNDATION FLYING MINUTE No 1/2008**

**TO: ATEM FOUNDATION BOARD**

**FROM: ATEM SECRETARIAT**

**CONTACT PERSON Giles Pickford [atem1@bigpond.com](mailto:atem1@bigpond.com)**

**DATE: 7 September 2008**

**AGM Draft Agenda**

The draft Foundation AGM Agenda, the annual accounts and the Auditor's Report were circulated on Friday 5 September 2008. As we could not find a suitable date for a Teleconference we agreed to meet by e-mail. The Board was asked on 5 September if there were any questions on any of the material circulated.

There being no questions the following resolution is to be adopted

**Resolved**

That the ATEM Foundation Board adopts the Directors' Report to the 2008 Annual General Meeting of the ATEM Foundation and the Audited Annual Accounts of the Foundation.

Please indicate how you vote on this matter

Giles Pickford and Peter Scardoni  
ATEM Secretariat  
5 September 2008

**In Favour:**

Richard Easter (Chair) Tom Gregg (President), Stephen Weller (Vice-President), Rex Jones (Treasurer), Ian Marshman, Peter Scardoni (Company Secretary), Giles Pickford (Minutes Secretary)

**Against**

None

**Carried**

Unanimously

**Association for Tertiary Education Management Foundation Pty Ltd**  
**ACN 096 513 414**  
**Directors' Report**  
1 May 2007 to 30 April 2008

**General Information**

The ATEM Foundation exists in order to create an endowment from which the ATEM Council may award scholarships and grants, and assist with the education and training programs that it manages.

During the reporting period the Foundation received the following amounts from donations:

In future years the Foundation intends to raise more funds, to invest them, and to disburse the interest only in support of its stated aims.

The Foundation has attained charitable status under the Tax Act.

**Specific Information**

- (a) There were no dividends or distributions during the year
- (b) There were no dividends or payments recommended or declared for payment to members, but not paid, during the year
- (c) The names of the Directors are: Richard Easther (Chair), Tom Gregg, Stephen Weller, Rex Jones, Ian Marshman, and Peter Scardoni (Company Secretary)
- (d) No options were granted
- (e) There are no unissued shares or options
- (f) There are no shares or interests issued
- (g) There are no indemnities or insurances paid.

**Resolutions of the Directors**

The Board of Directors resolved at its meeting on 5 September 2008 as follows:

**Minutes**

To confirm the Minutes of the Meeting held on 24 May 2007 in Canberra

**Annual Accounts**

The Board resolved to adopt the audited accounts (see below) for the period 1 May 2007 to 30 April 2008.

The Board went on to discuss future activity. It noted that the Emeritus Chapter had adopted the Foundation as its 'cause' and that the Chapter was engaged in a bequests program and an annual giving program. The Chapter had adopted two aims: to endow the Maurie Blank Study Scholarship (\$1,500 pa) and secondly to endow the Peter Karmel Travelling Scholarship (\$7,500 pa).

The Board agreed to thank the Emeritus Chapter for the support it was giving to the Foundation, noting that it was the Foundation's first donor.

**General Business**

There was no general business.

**Election of Directors**

The Board resolved to recommendation to the AGM that present five Board members be re-appointed.

**Appointment of Auditor and Auditor's Remuneration**

The Board resolved to recommend to the AGM that the Auditors Keith France and Associates be thanked for their pro bono services and re-appointed.

**Declaration of the Directors**

The Directors declare that the financial statements and accompanying notes comply with accounting standards, that they give a true and fair view of the Foundation's affairs, that there are reasonable grounds to believe that the Foundation will be able to pay any debts if they arise, and that in the Directors' opinion the financial statements and notes are drawn up in accordance with section 296 and 297 of the Act.

Signed

Richard Easter Peter Scardoni  
Chair of Directors Company Secretary



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**Parkhill Accounting**  
Accountants & Registered Tax Agents

**ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC.  
FOUNDATION  
INDEPENDENT AUDITOR'S REPORT**

**Scope**

I have audited the Operating Statement and Balance Sheet of the Foundation of the Association for Tertiary Education Management Inc for the period 1 May 2007 to 30 April 2008 in accordance with the Australian Auditing Standards. The Foundation is responsible for the preparation and presentation of the financial statements and the information they contain. I have performed an audit of the financial statements in order to express an opinion on them.

My Audit was planned and performed in accordance with Australian Auditing Standards to provide a reasonable assurance as to whether the financial statements are free from: material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and statutory requirements so as to present a view of the Foundation which is consistent with my understanding of its financial position and the results of its operations and its cash flows.

The audit opinion expressed in this report was formed on the above basis.

**Inherent Uncertainty**

ATEM- Foundation in common with similar not-for-profit organizations receives income that cannot be fully controlled until entry into the financial records. It is therefore not possible to extend my examination of such items beyond the accounting for the amounts received as shown by the ATEM- Foundation financial statements.

**Qualified Audit Opinion**

In my opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had I been able to satisfy myself on the matter noted in the qualification paragraph above, the financial statements of ATEM- Foundation are properly drawn up;

- (a) The Association for Tertiary Education Management Inc – Foundation had kept the accounting and other records required in accordance with the applicable approved accounting standards,
- (b) The accompanying financial accounts of the Association for Tertiary Education Management Inc – Foundation are properly drawn up so as to present a true and fair view of the financial position of the Association for Tertiary Education Management Inc – Foundation as at the 30<sup>th</sup> April 2008.

KEITH E FRANCE, PNA, JP (NSW)  
Honorary Auditor  
Dated this: 3<sup>rd</sup> day of September 2008

Liability limited by a Scheme approved under Professional Standards Legislation.

**Foundation Balance Sheet 2007-2008**

	<u>Apr 30, 2008</u>
<b>Current Assets</b>	
<b>Current/Savings</b>	
Commonwealth Bank	3,353.22
<b>Total Current/Savings</b>	<u>3,353.22</u>
<b>Accounts Receivable</b>	
Accounts Receivable	91.00
<b>Total Accounts Receivable</b>	<u>91.00</u>
<b>Other Current Assets</b>	
Future Taxation Benefit	3,624.97
Purchase of Shares	98,118.77
<b>Total Other Current Assets</b>	<u>101,743.74</u>
<b>Total Current Assets</b>	<u>105,187.96</u>
	<b><u>105,187.96</u></b>
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
GST Tax Payable	-187.46
Prepayment	130.00
<b>Total Other Current Liabilities</b>	<u>-57.46</u>
<b>Total Current Liabilities</b>	-57.46
<b>Long Term Liabilities</b>	
Share Transfer from ATEM	4,898.50
<b>Total Long Term Liabilities</b>	<u>4,898.50</u>
	<u>4,841.04</u>
	<b><u>100,346.92</u></b>
<b>Opening Bal Equity</b>	72,256.00
<b>Net Income</b>	28,090.92
	<u>100,346.92</u>
	<b><u>100,346.92</u></b>

**Foundation Profit and Loss Statement 2007-2008**

	<u>May '2007 - Apr 2008</u>
<b>Income</b>	
Bank Interest	18.27
Dividends Received	6,495.74
Donations Received	21,210.00
Ghost Lunch	2,836.36
Sale of T Shirts	<u>463.64</u>
<b>Total Income</b>	31,024.01
<b>Expense</b>	
Bank Charges	15.00
Ghost Lunch Payment	1,883.64
Share Brokerage	634.47
T Shirts	<u>400.00</u>
<b>Total Expense</b>	<u>2,933.11</u>
	<u><u><b>28,090.90</b></u></u>

GP 5/9/08

**Appendix: ATEM Investments and Foundation Investments: Composite Spreadsheet as at 19 September 2008**

**(NOTE: this was the worst day on the market since 9/11)**

**ATEM Investments 19 September 2008 at the close**

**ATEM Inc's Securities**

<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>	<u>Growth</u>	An Income	<u>Date bought</u>	<u>Maturity</u>	<u>Face Value</u>
Cash		\$ 72,588.00	\$ 72,588.00						
LEIGA	341	\$ 35,285.93	\$ 34,782.00	8.010%		\$ 2,826.40	Various	30/11/2008	\$ 100.00
MBLHB	300	\$ 30,900.00	\$ 17,400.00	9.430%		\$ 2,913.87	Aug-07	Undated	\$ 100.00
ANZPA	245	\$ 24,950.80	\$ 25,051.25	8.785%		\$ 2,191.93	Aug-07	15/09/2008	\$ 100.00
Total Income						\$ 7,932.20			
<b>Totals</b>		\$ 91,136.73	\$ 77,233.25						

ATEM Council Agenda September 2008

<b>ATEM Foundation's Equities</b>								
<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>	<u>Growth</u>	An Income	<u>Date bought</u>	<u>PE</u>
Cash		\$ 2,549.16	\$ 2,549.16					
CSL	405	\$ 13,013.97	\$ 15,896.25	1.17%		\$ 315.90	18/02/2008	30.8
LEI	580	-\$ 7,986.57	\$ 22,591.00	3.72%		\$ 841.00	Various	17.8
SGP	3390	\$ 24,934.95	\$ 18,475.50	8.53%		\$ 1,576.35	Various	11.3
SUN	1207	\$ 22,138.40	\$ 10,078.45	12.81%		\$ 1,291.49	Various	14
TCL	2450	\$ 17,380.80	\$ 13,475.00	10.36%		\$ 1,396.50	Various	N/A
VBA	2043	\$ -	\$ 898.92	4.55%		\$ 265.59	1/08/2008	4.7
TOL	2043	\$ 15,044.06	\$ 14,301.00	3.57%		\$ 500.54	20/06/2008	N/A
WES	440	\$ 15,970.50	\$ 12,755.60	6.90%		\$ 880.00	Various	16.1
Total Income								
<b>Totals</b>		\$ 103,045.27	\$ 111,020.88		\$ 7,975.61	\$ 6,751.47		
<b>Grand Totals</b>		\$ 266,770.00	\$ 260,842.13		-\$ 5,927.87	\$ 14,683.67		



**Item 6.1.1 2008 TEM Conference Report**

By the time this report is considered by Council 18 months will have passed since the first meeting of this year's conference organising committee and individuals within that committee will no doubt be breathing a sigh of relief and looking forward with anticipation to the three days of networking and other activities planned for delegates. This, then, is a final wrap up with a fuller report reviewing the conference and providing recommendations for future committees coming to the December or March Council meeting.

**1. Registrations**

At the time of writing, 611 registrations had been received and staff at Leishman have been having to deal with the not unwelcome problem of how to deal with the numbers. A cap of 600 was set for seats to the conference dinner, which is being held at the Air Force Museum. While the venue could accommodate more than 600 people, it would result in an aircraft having to be removed which would incur additional cost and reduce the visual effect of the evening. As a result those registering in the last few days may potentially miss out on what usually ends up being a highlight of every conference (and Christchurch will be no different!).

**2. Sponsorship**

Sponsorship is currently sitting at \$165,000 and at the time of writing there was capacity for only a further five trade booths to be sold. While a few Australian-based companies decided not to be involved this year, it is believed that the general economic downturn may have as much to do with their decision not to be involved as opposed to the location of the conference.

The ATEM breakfast has not secured a sponsor this year. Based on previous experience with breakfast sponsors and their presentations, however, the organising committee is of the view that this is a positive rather than a negative and it is hoped that there will be improved feedback for the breakfast as a result.

**3. Programme**

The programme has proven to be one of the major challenges of this year's conference. As reported to previous meetings there was an oversubscription of papers to the ATEM streams while TEFMA members had to go out and shoulder-tap people to fill up the TEFMA streams. In addition, a reasonable number of people pulled out after being accepted which meant that while some submitters may have initially been disappointed at not being selected, most did end up being offered a spot in the programme.

There was some discussion about this process at the June Council meeting and the organising committee is continuing to assess the overall system in relation to the programme and allocation of papers. A summary of the issues and some recommended solutions will be provided in the concluding report for the conference.

**5. Budget**

The latest budget is attached and shows a projected surplus of almost \$63,000, to be shared equally between ATEM and TEFMA.

**6. Tuesday Afternoon Social/Educational Tours**

There has been an excellent response to the tours with most reaching capacity very quickly. This seems to reinforce the fact that the majority of delegates do value the opportunity to take

a break from the sessions midway through the conference and I fully expect to be recommending that this format remain in future years.

Toni Hodge  
 TEM08 Conference Organising Committee  
 19 September 2008



conference management...  
**it's all about people**

## TEMC 2008

CODE	<u>FIXED COSTS</u>	BUDGET INC GST
<b>6-1000</b>	<b>ACCOMMODATION</b>	
6-1001	Hotel Deposits (will be derived by income and expense)	0.00
<b>6-1100</b>	<b>ADMINISTRATION</b>	
6-1110	Accounting Services	2,000.00
6-1120	Bank fees	5,000.00
6-1121	Bank Merchant fees	5,000.00
6-1130	Committee Expenses	500.00
6-1140	Couriers & Freight	3,000.00
6-1150	Insurance	4,000.00
6-1152	Meeting Expenses	1,500.00
6-1155	MIE Fees - 2.75% of income from on line registration (approx)	8,000.00
6-1155	MIE Transaction Fee	660.00
6-1165	Photocopying & Printing	1,000.00
6-1170	Postage	500.00
6-1175	Registration Desk expenses	500.00
6-1180	Staff Airfares	3,000.00
6-1181	Staff On ground expenses & accommodation during conference	5,000.00
6-1185	Stationery	1,500.00
6-1190	Telecommunications	3,000.00
9-1500	Repayment of Seed funding	15,000.00
<b>6-1200</b>	<b>AUDIO VISUAL</b>	
6-1210	AV Breakout/ sessions	18,000.00

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6-1215	AV Plenary	33,000.00
6-1220	AV Social Functions	5,000.00
6-1250	Internet Café, based on 8 PC's	3,000.00

### **6-1260 BREAKFASTS**

6-1261	ATEM - AV	2,500.00
6-1262	ATEM - Food and Beverage - \$30 per person (165 pax)	4,950.00
6-6123	ATEM - Room Hire	0.00
6-1271	TEFMA - AV	2,500.00
6-1272	TEFMA - Food and Beverage - \$30 per person (130 pax)	3,900.00
6-1273	TEFMA - Room Hire Crowne Plaza	350.00

### **6-1300 CONFERENCE DINNER - based on 600pax and 60 tables**

6-1310	Food & Beverage - 600 people x \$130 pp	81,000.00
6-1322	Centrepieces @ \$45 each	2,700.00
6-1323	Chair Covers @ \$8.00 each	5,000.00
6-1330	LX Sound and Theming - Full Monty	9,000.00
6-1340	Master of Ceremonies - Mark Hadlow	6,000.00
6-1345	Miscellaneous - Jeep	200.00
6-1350	Music/Entertainment - Beat Girls (inc flights and accom)	8,000.00
6-1360	Venue Chairs - \$7.00 per person	4,500.00
6-1370	Venue Equipment - Pack in and Out @\$3.00 per person	2,000.00
6-1375	Venue Heating	1,000.00
6-1380	Venue Hire - Airforce Museum	7,000.00
6-1383	Venue Staff - Uniforms	800.00
6-1385	Venue Tables and Linen - \$41.00 per table	3,000.00

### **6-1400 DESIGN/ARTWORK**

6-1420	Call for Papers	396.00
6-1435	DL Flyer	649.00
6-1440	Exhibitors Passport	250.00
6-1450	Handbook	1,500.00
6-1460	Conference Logo	264.00
6-1475	Pocket Program	350.00
6-1480	Registration Brochure	1,232.00
6-1485	Sponsorship Document	330.00

### **6-1500 FREIGHT AND COURIERS**

6-1520	Conference Registration Desk	3,000.00
6-1525	Satchels and Compendiums - Extra ordered locally (Aust)	1,000.00
6-1530	Satchel Storage and Packing Fee	1,000.00

### **6-1535 HAPPY HOUR**

6-1537	Beverage - \$20 per person (550 pax)	11,000.00
6-1538	Food - \$15 per person (550pax)	8,250.00

<b>6-1550</b>	<b>MANAGEMENT FEES</b>	
6-1560	Conference Management - Leishman Associates (610 pax)	56,120.00
<b>6-1600</b>	<b>MARKETING/MEDIA</b>	
6-1620	Banners/Signage	7,000.00
6-1650	Photography (14 hours x \$60per hour)	840.00
<b>6-1700</b>	<b>MERCHANDISE/GIFTS</b>	
6-1730	General Speakers	1,588.00
6-1740	Keynote Speakers	500.00
6-1760	Name Badges and Lanyards - Sponsored Techincard	0.00
6-1780	Satchels - 500 imported	8,000.00
6-1781	Satchels - 100 at local make price	1,503.50
6-1785	Compendium - 500 imported	6,253.50
6-1786	Compendium - 100 at local make price	2,083.00
<b>6-1900</b>	<b>POSTAGE</b>	
6'-1910	DL Flyer	104.35
<b>6-1990</b>	<b>PRE CONFERENCE - LAUNCH</b>	
6-1991	Promotional Items used at 2007 Conference	2,905.03
<b>6-2000</b>	<b>PRINTING</b>	
6-2010	DL Flyer	574.34
6-2040	Exhibitors Passport	500.00
6-2050	Handbook	4,500.00
6-2055	Large Programs on site	150.00
6-2065	Menus	110.00
6-2070	Miscellaneous Printing	100.00
6-2075	Pocket Program	1,000.00
6-2085	Sponsorship Document	528.00
<b>6-2100</b>	<b>SPEAKERS</b>	
	<b>Key Note Speaker - Liz Harman</b>	
6-2105	Accommodation	255.00
6-2113	Flights	980.00
6-2115	Hospitality	150.00
6-2120	Travel and On ground	100.00
	<b>Key Note Speaker - Jonathan Boston</b>	
6-2125	Accommodation	255.00
6-2133	Flights	310.00
6-2135	Hospitality	150.00
6-2140	Travel and On ground	100.00
	<b>Key Note Speaker - Steve Maharey</b>	
6-2153	Flights	322.90

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6-2155	Hospitality	100.00
6-2160	Travel and On ground	100.00
	<b>Key Note Speaker - Joe Bennett</b>	
6-2185	Appearance, Honorarium	3,500.00
6-2195	Travel and On ground	100.00
	<b>Key Note Speaker - Stuart Middleton</b>	
6-2200	Accommodation	510.00
6-2213	Flights	358.90
6-2215	Hospitality	300.00
6-2220	Travel and On ground	100.00
	<b>Key Note Speaker - Ngahihi Bidois</b>	
6-2230	Accommodation	255.00
6-2235	Appearance, Honorarium	3,375.00
6-2238	Flights	457.90
6-2240	Hospitality	150.00
6-2245	Travel and On ground	100.00

### **6-2400 TOURS & FIELD TRIPS - Tuesday 30 September**

	<b>Campus Tour - Cass Field Station</b>	540.00
	<b>Campus Tour - Sullivan Ave</b>	360.00
	<b>Campus Tour - University of Canterbury</b>	2,820.00
	<b>City Segway Tour</b>	800.00
	<b>Jetboat and Winery</b>	4,200.00
	<b>Maori and Wildlife Experience</b>	1,237.50
	<b>McLeans Forest Bushwalk</b>	475.00
	<b>McLeans Forest Mountain Bike</b>	640.00
	<b>Private Home and Garden Tour</b>	320.00
	<b>Tastes of New Zealand</b>	2,800.00

### **6-2600 TRADE/EXHIBITION**

6-2601	Booth Hire \$500 per booth	17,000.00
6-2602	Furniture Hire	300.00
6-2603	Poster Board Hire and Expenses	150.00
6-264	Registration Desk Hire	0.00
6-2605	Sponsors Function - \$40 per person (75 people)	3,000.00
6-2606	Venue Hire - Rumpoles Crown Plaza	350.00

### **6-2700 TRANSPORT**

6-2701	Dinner Transport	6,000.00
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### **6-2800 VENUE**

	Food & Beverage - Monday	36,000.00
	Food & Beverage - Tuesday	34,200.00
	Food & Beverage - Wednesday	33,000.00
6-2804	Venue Hire Christchurch Convention Centre	40,000.00

<b>6-2900 WEBSITE</b>		
6-2910	Development and Maintenance Costs	3,000.00
6-2920	Domain name registration and hosting	0.00
6-2930	Online Abstract Submission Facility	695.00
6-2940	Online Registration Monthly Fees \$77 per month	900.00
6-2950	Online Registration Set up	440.00
<b>6-3000 WELCOME RECEPTION</b>		
6-3010	Food & Beverage \$55 per person (560)	30,800.00
6-3030	LX Sound and Theming	2,000.00
6-3050	Music/Entertainment	500.00
	Security	500.00
	Viewing Gallery	1,500.00
6-3080	Venue Hire- Christchurch Art Gallery	1,500.00
<b>6-5100 WAGES/SALARIES</b>		
6-5200	Employment Expenses	1,000.00
<b>TOTAL COSTS</b>		<b>625,197.92</b>

<b>FIXED COSTS PER DELEGATE - based on Number of 600 Delegates</b>	<b>1,042.00</b>
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<b>4-0000 CONFERENCE INCOME</b>		
	Accommodation Deposits	0.00
	Additional Tickets - Conference Dinner - \$150	5,700.00
	Additional Tickets - Happy Hour - \$50	300.00
	Additional Tickets - Welcome Reception - \$75	1,125.00
	Bank Interest	0.00
	Cancellation Fee	1,200.00
	Registration Fee - Early Bird Day Registration Member - \$375	3,000.00
	Registration Fee - Early Bird Day Registration Non Member - \$425	1,700.00
	Registration Fee - Day Registration Member - \$395	3,160.00
	Registration Fee - Day Registration Non Member - \$460	460.00
	Registration Fee - Early Bird Member - \$895	314,145.00
	Registration Fee - Early Bird Non Member - \$975	93,600.00
	Registration Fee - Standard Member - \$995	33,830.00
	Registration Fee - Standard Non Member - \$1050	31,925.00
	Registration Fee - Sponsor or Exhibitor	5,280.00
	Seed Funding	15,000.00
<b>ADDITIONAL INCOME - Campus Tours Tuesday 30 Sept</b>		

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Campus Tour - Cass Field Station	540.00
Campus Tour - Sullivan Ave	360.00
Campus Tour - University of Canterbury	2,820.00
City Segway Tour	800.00
Jetboat and Winery	4,200.00
Maroi and Wildlife Experience	1,237.50
McLeans Forest Bushwalk	475.00
McLeans Forest Mountain Bike	640.00
Private Home and Garden Tour	320.00
Tastes of New Zealand	2,800.00

### **4-8000 ADDITIONAL INCOME - Sponsorship**

4-8100	Advertising	0.00
4-8200	Booths	83,000.00
4-8300	Satchel Inserts	1,350.00
4-8400	Sponsorship	69,000.00
4-8500	Other - University Support	10,000.00

### **TOTAL INCOME 687,967.50**

PROFIT / LOSS 62,769.58

## **Item 7 Report on the ATEM Web Site**

### **Background**

I met with Mack Neville of Evolution 7 on 16 September 2008 to brief him on the proposed changes/shifts in ATEM's strategic direction, and the potential implications for the ATEM website.

As always, it was a positive meeting, with Mack offering many useful suggestions about how the ATEM website can be developed to support its strategy.

### **Issues for Discussion**

The main issues discussed are detailed here for discussion by Council.

1. Publishing *ATEM Matters* online – this can be achieved via an enhancement to the Content Management System, thereby obviating the need to go to an external provider.
2. ATEM home page promotion box for the new facebook site (having a facebook site in conjunction with a main site is almost standard business practice now; events can also be publicised via facebook).
3. Upgrade *Weekend Update* to a HTML newsletter format, with a public sign-up box on the ATEM site; Weekend Update in its current form could continue as a members-only communication.
4. Introduce a corporate blog from the President or designated readers with RSS feeds.
5. Re-establish the ATEM forum on the main website, and appoint community managers from among the ATEM membership to manage interaction on each forum topic. This provides another opportunity for ATEM members to be involved in ATEM.
6. Commenting on individual pages can be introduced to the site, which would allow members to provide feedback to ATEM while they were on the website.
7. Online payment functionality will take 6-8 weeks to complete once financial arrangements are in place.
8. A new logo can be designed by Evolution 7 for consideration by Council (this may be useful considering continuing comments about the logo, and would help with re-launching ATEM's profile in the sector).
9. Longer term (within two years), the ATEM site will probably need to be completely re-developed, rather than continuing to provide 'patches', since the back end of the site is reaching 'end of life'.

### **Recommendations**

It is recommended that Council endorse points 1 to 6 and 8, and ask Evolution 7 to provide a costing for these developments.

It is recommended that Council request Evolution 7 to make online registration and payment (point 7) first priority for completion. This functionality must be in place by 30 November 2008.

## ATEM Council Agenda September 2008

It is recommended that Council note item 9, for advice and costings from Evolution 7 when it believes the site will need to be updated.

**Maree Conway**  
**Professional Development Coordinator**  
20 September 2008