

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

Minutes of a meeting of the ATEM Council held on Sunday 28 September 2008 at 12.30 pm in the VIP Boardroom, Convention Centre, Christchurch NZ

Present

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

***1 Welcome and Apologies**

The President welcomed VP Stephen Weller to his first meeting.

Apologies were received from Peter Scardoni, ATEM Secretariat, and Ian Dobson, Editor of the Journal

2 Starring of Items

The President invited members to star or unstar agenda items, and then moved that all unstarred items be resolved in the affirmative. Carried

3 Minutes

- 3.1 The Minutes of the meeting held in Melbourne on 12 June 2008 were confirmed.
- 3.2 Copies of Flying Minutes were noted

4 Business Arising from Council Minutes

4.1 ATEM Action Sheet

The Action Sheet as at 15 September was noted.

4.2 President's Report

The President reported that he was pleased with the progress being made with the ATEM reforms, and the work of the Change Management Team and of the other groups looking at specific items. He said that Council's task was to resolve issues with the new structure, membership models, professional development, finances and the secretariat which he defined as including all administrative contractors in the head office and the regions.

4.3 Change Management

Stephen Weller's report from the Change Management Committee was discussed. The following key themes of the report were noted:

- Reframing the Strategic Purpose of ATEM
- Revising the Membership Models of ATEM
- Reconceptualising the Professional Development of ATEM
- Considering the Secretariat Operations of ATEM
- Reviewing the Finances of ATEM which is embedded in all four of the above themes

The following recommendations were adopted.

ACTION PLAN - RECOMMENDATIONS

- That Council resolve to recommend to the next AGM that the ATEM Constitution should be amended so that the terms of office for Regional Committees are two years with half falling vacant each alternate year. Agreed *Action Toni Hodge and Giles Pickford*
- 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. It noted that in some regions which are geographically dispersed these meetings might need to be by video link or teleconference. Agreed *Action Toni Hodge and Giles Pickford*
- That Council engages with the LH Martin Institute in a formal partnership in relation to professional development. It agreed that it would open discussions with the Institute on making a joint appointment for a Professional Development Co-ordinator. Agreed *Action Tom Gregg and Stephen Weller*
- That Council endorses an Annual Professional Development Program that features each region conducting a 'Regional Conference' which would normally be held every two years. Agreed *Action Maree Conway and Regional Chairs*
- That Council confirms the central role of the President in advocating for ATEM, including professional development and branding and marketing, and that this be documented in the 'President Responsibilities'. Agreed *Action Tom Gregg and Giles Pickford*
- That Council endorses the 'Strategy Statement' (see item 4.3.1) as providing the focus for the future of ATEM. Agreed *Action Tom Gregg and Maree Conway*

COMMUNICATION PLAN - RECOMMENDATIONS

- That Council frames future models of ATEM membership around three key stakeholder groups: individual, corporate and the sector. Agreed *Action Stephen Weller and Judy Szekeres*
- That Council will commission a formal 'Communications Strategy' by an external agency after finalisation of the Strategic purpose, the Membership Models, and Branding and Marketing. Agreed *Action Tom Gregg and Stephen Weller*
- That Council revises the existing Organisational Responsibilities document, with cross referencing, to ensure that it reflects the new structure, and is clear in its intent in terms of allocation of responsibilities. This document is to form part of an induction kit for Office Bearers. Agreed *Action Toni Hodge and Giles Pickford*
- That the Council endorses the development of an enhanced format for *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. Agreed *Action the ATEM Secretariat*
- That Council endorses a targeted communication campaign to individual and corporate members following the finalisation of the strategy statement, the revised membership models, and branding and marketing. This campaign is to be delivered to all members through a letter to be distributed with the Journal. Agreed *Action Tom Gregg, Stephen Weller and the ATEM Secretariat*
- That Council endorses a targeted approach to profile raising and membership growth within TAFE Institutes in Australia. Agreed *Action Tom Gregg and Stephen Weller*
- That ATEM, in conjunction with the LH Martin Institute, should host a forum of Tertiary Education Professional Associations. Agreed *Action Tom Gregg, Stephen Weller and Maree Conway*

FINANCIAL PLAN - RECOMMENDATIONS

- That Council endorses a 'balanced budget' for 2009 and one that reflects the new financial model of a single association with seven regions. Agreed *Action Rex Jones, Peter Scardoni and Regional Chairs*
 - That Council review the membership of FMAC in light of the move to a regional structure. Agreed *Action Rex Jones*
 - 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
- Agreed *Action Rex Jones and Peter Scardoni*

CMT - CONTINUING ROLE

That the Change Management Team continues its work in completing the ATEM reforms, with the following membership:

Stephen Weller	Vice-President and Chair
Judy Szekeres	Membership Models
Jo Miller	Branding and Marketing
Maree Conway	Professional Development
Peter Scardoni	FMAC
Rex Jones	FMAC
Giles Pickford	Secretary

4.3.1 Strategic Directions Statement

Council discussed the Strategic Directions Statement and made some amendments. It resolved to adopt the Statement as revised. *Action Maree Conway*

4.3.2 Membership Models

Council discussed Judy Szekeres's report on alternative membership models. It was agreed:

- That there could be three membership categories: individual, corporate and non-voting (the sector), but that this needed further consideration and development.
- That discussions be opened with key Corporate Members to gauge their response to a possible new corporate membership model involving an increase in numbers with a commensurate increased subscription
- That the Treasurer should provide some financial modelling for membership models to be considered further, including a re-calibration of subscriptions to cover extra costs and balance the budget.

It was also agreed that further development of the membership model should be undertaken by the Change Management Group.

Action Judy Szekeres, Rex Jones and Stephen Weller

4.3.3 Branding and Marketing

Council discussed Jo Miller's report on Branding and Marketing. It was resolved:

- That ATEM reinforce its 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.
- 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).
- That ATEM should consolidate its profile through the established strengths of its professional development program and activities and career development partnerships and resources.
- 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 [Note: this will be linked to the new Strategy statement – item 4,3,1].
- That ATEM, through the Profile and Branding Group in conjunction with the PD Coordinator, proceed with the identification of promotional materials to ensure consistent branding of the ATEM profile, for use from 2009.
- That ATEM develop a media and promotional plan and, with Council and Regional Committee members be tasked with preparing articles for regular publication in various media forums.
- That ATEM develop a Style Guide which ensures consistency of the corporate image and brand standards.
- That ATEM consider training and development for Council and Regional Committees in appropriate brand behaviour.

Action Jo Miller, Maree Conway, Tom Gregg and Stephen Weller

Council resolved that a budget proposal for branding activities be developed for the 2009 budget and beyond.

Action Jo Miller and Rex Jones

It was agreed to place further consideration of Branding and Marketing in the hands of the Change Management Group, who would advance this concept.

4.3.4 Response to the Massaro Report

Maree Conway reported that all the recommendations of the Massaro Report had been accepted and were in the process of being implemented, with a review of progress to be undertaken in September 2009. *Action Maree Conway*

4.4 FMAC

Stephen Weller and Rex Jones reported on the recommendations of the FMAC Committee held earlier in the day.

Council resolved as follows:

1. That the deficit budget for 2008 is noted and that a balanced budget be adopted for 2009 with the aim of reaching a surplus budget (3-5%) by 2010.
2. That the Treasurer's Report is received
3. That the SE Queensland/Northern Rivers Region complete the transition to the single accounting system by the end of October and all funds from all regions be returned to ATEM Inc by the end of November.
4. That the Finance Manual be completed as soon as possible.

5. That the Auditor be requested to complete the audit of ATEM's compliance with all relevant legislation by the end of November.
6. That the Operating Expenditure Schedule is noted and all spending approved.
7. That VP Chris Pepper runs a risk management exercise on a suitable day around the December Council meeting.

4.5 PD Program for 2009

Maree Conway presented the draft PD framework for programs in 2009 and beyond, which was structured using the categories in the new Strategy statement..

Council resolved to accept the framework, noting that regions would now move to finalise their 2009 programs.

Action: The Regional Chairs

5. Reports

5.1 Awards and Grants

5.1.1 Council noted the Minutes of the Awards and Grants Committee which includes the following Awards and Grants:

Peter Karmel International Travel Grant	Toni Hodge (Aotearoa)
Maurie Blank Study Scholarship	Heather Davis (Bass)
Meritorious Service Award	Kay Hemsall (NSW/ACT)
Certificates of Appreciation	Mark Hatwell and Kai Jensen (Bass)

5.1.2 Council accepted VP Chris Pepper recommendations on a new Award as agreed at the last meeting to be called the Ian Chubb Career Development Award.

5.1.3 Council noted Maree Conway's report on her project funded by the 2008 Peter Karmel International Travel Grant, and also noted that a paper would be prepared for publication in the near future.

5.2 International Affiliations

The ATEM Delegates to international conferences shown below were noted by Council.

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
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		

5.3 Report from the Editor of the Journal

Council noted Ian Dobson's report and recorded its pleasure with the A-rating given by the Government, placing our Journal in the top 20% of learned journals internationally.

5.4 Corporate Member's Campaign

Council noted a report from the ATEM Secretariat on the Corporate Members campaign.

6. Conferences

6.1.1 2008 TEM Conference

(a) Toni Hodge's report on TEMC 2008 was adopted.

6.1.2 2009 TEM Conference

VP Chris Pepper and RC Jo Miller's report on the TEMC 2009 was adopted, and the 2009 TEM Committee commended for their work to date.

6.1.3 Future Conferences

Council noted that future Conferences will be **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Alice Springs*** 2012, **Hobart** 2013, **Perth** 2014, **Sydney** 2015

* Subject to TEFMA approval.

7. Late Item: ATEM Web Site

Council discussed Maree Conway's report on her discussions with Mack Nevill on the ATEM web site. The concepts were approved and Council noted that a budget item would be needed in the next two years for a complete re-make of the web site.

8. Next Meetings

Crowne Plaza Motel, Darling Harbour, east side

Wednesday 10 December in Sydney

Risk Management Exercise 1.00 pm

Thursday 11 December in Sydney

FMAC 9.00 am

Council 11.00 am

9. Annual General Meeting of the ATEM Foundation

The ATEM Council reconvened as the AGM of the ATEM Foundation and resolved as follows:

1. That the Minutes of the 7th Annual General meeting be confirmed
2. That the Minutes of the Foundation Board meeting held on 5 September be received
3. That the Directors' Report for the period 1 May 2007 to 30 April 2008 be accepted
4. That the investments managed by the Foundation on behalf of ATEM, and the Foundation's own investments, are noted and the results are regarded as entirely satisfactory.
5. That Council appreciates the contributions of Godfrey Pembroke Financial Advisers (an NAB company) and the stock broker Citi Smith Barney which are provided free of charge.

6. That the following Donations be gratefully received:

ACT Branch \$10,000
WA Branch \$10,000
Gavin Moodie \$1,210
ATEM Ghosts Now approaching \$11,089

7. That the following Directors be appointed for 2008-9

Richard Easter (Chair)
Tom Gregg
Stephen Weller
Rex Jones
Ian Marshman
Peter Scardoni (Company Secretary)

8. That the Auditor, Keith Frances of the Parkhill Financial Group, be thanked for his pro-bono services and be reappointed.

GP 29/9/08