

Association for Tertiary Education Management Inc
ABN 72 682 233 729

Council Agenda

There will be a meeting of the ATEM Council held on Friday 11 December 2009 from 9.30 am to 3.30 pm in Meeting Room Blackwattle 1, level R, Crowne Plaza Motel, Darling Harbour, Sydney.

There will be a Workshop on ATEM's new identity at approximately 11.00 am in the morning. Michael Alday of Fuji Xerox will participate.

The meeting will be preceded by a Council Dinner at the Red Salt Bar and Restaurant in the Hotel at 6.00pm.

If you have accommodation issues please contact Sharon Henstock, Crowne Meetings Director
Sharon.Henstock@ihg.com

DELEGATES

Stephen Weller	President
Linda McLain	Vice-President
Tony Heywood	Vice-President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Heather Davis	ATEM Councillor
Maddy McMaster	ATEM Councillor
Ali Hughes	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Jenny 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	Executive Director, ATEM Secretariat
Giles Pickford	Assistant Secretary, ATEM Secretariat - must leave at 2.30 pm
Peter Scardoni	Assistant Treasurer, ATEM Secretariat - must leave at 2.30 pm

1. Welcome and Apologies

The President will welcome Maddy McMaster to her first meeting.

2 Starring of Items

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

***3 Minutes**

The Minutes of the meeting held on 13 September 2009 in the Darwin Convention Centre are attached. For Confirmation **Pages 4-16**

The Flying Minute sent out on Tuesday 29 September 2009 is attached. For noting [Pages 17-18](#)

4 Business Arising from the Minutes

***4.1 ATEM Action Sheet**

The ATEM Action Sheet is attached. For discussion [Pages 19-22](#)

4.2 Casual Vacancy ATEM Council

The Secretariat called for expressions of interest for the position of ATEM Councillor on 3 October. The call went out to the whole of ATEM as resolved by Council in Darwin. An electronic election was held on 23-27 October and Maddy McMaster was declared elected on 28 October.

4.3 Report from Susan Hudson on TEMC Poster Exhibition

A report is attached. [Pages 23-25](#) For noting

5. Future Directions

***5.1 Future ATEM Identity** - Fuji Xerox facilitated session Michael Alday & Vicki Flowers

***5.2 Future TEMC Conference** – Maree Conway facilitated session

***5.3 The New ATEM Web Site** – VP Tony Heywood facilitated session

6. Reports

***6.1 Quarterly Report of the President**

The President's report is attached. [Pages 26-27](#)

***6.2 Quarterly Report of the Executive Director**

Maree Conway's report is attached. [Pages 28-30](#)

***6.3 Quarterly Report of the Treasurer**

Rex Jones's report is attached. [Pages 31-32](#)

***6.4 Revision of Strategic Directions Plan**

VP Linda McLain's report is attached. [Pages 33-39](#)

6.5 Quarterly Report of the ATEM Foundation

The Quarterly Report on investments as at Thursday 3 December 2009 is attached. [Pages 40-41](#)
The capital growth of investments is 3.05% and the five-year return including capital growth and dividends is 18.2%. For noting

***6.6 Review of the ATEM Foundation**

At the December meeting VP Tony Heywood was asked to Chair a review of the ATEM Foundation. His preliminary report is attached. [Pages 42-45](#)

6.7 TEM Conference Reports

*6.7.1 TEMC 2010 Report - Melbourne

A Report from the PCO is attached. [Pages 46-48](#)

*6.7.2 TEMC 2011 Report - Brisbane

A Report from the PCO is attached. [Page 49](#)

*6.7.3 TEMC 2012 Report – Alice Springs

A report from the PCO is attached. [Page 50](#)

*6.7.4 International & Other Conference Reports

The current list of overseas and local conferences for 2010 is below. Expressions of interest in ACHEA, and AFR are still open. For noting

Affiliate	A TEM delegate	Affiliate's Delegate to TEMC
ACCRAO 21-24 April 2010 New Orleans	Ken McCluskey (Western)	
AAUA 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	
AUA 29-31 March 2010 Warwick	Stephen Weller (Bass)	
ACHEA early July 2010	?	
AFR Conference 8-9 June 2010	Judy Szekeres (Central) Giles Pickford (self-funded)	
UA Conference 3-5 March 2010	Stephen Weller (Bass)	

7. Other Business

7.1 Leadership Framework

Attached is a report from Professor Geoff Scott on a proposed Leadership Framework. VP Linda McLain is meeting Geoff on 9 December and will report on this topic. [Pages 51-52](#)

*8. Next Meeting

The proposed meeting schedule for 2010 is below. The venues vary from those shown in the Minutes.

Date	Meeting	Time	Place
19 March 2010	Council	9.30 am to 4.00 pm	Sydney
30 April 2010	ATEM AGM	All Day and night	Cyberspace
25 June 2010	Council	9.30 am to 4.00 pm	Brisbane
3 October 2010	Council	9.30 am to 4.00 pm	Melbourne
5 October 2010	ATEM Awards Breakfast & Members Forum	6.30 am to 8.30 am	Melbourne
5 October 2010	ATEM Ghosts Lunch	12 noon – Ferry leaves	MCG
3 December 2010	Council	9.30 am to 4.00 pm	Brisbane

GP 17/11/09

Association for Tertiary Education Management Inc
ABN 72 682 233 729

Council Minutes

Minutes of a meeting of the ATEM Council held on Sunday 13 September 2009 from 9.30 am to 3.30 pm in Meeting Room 2, Darwin Convention Centre, Darwin

PRESENT

Stephen Weller	President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Heather Davis	ATEM Councillor
Tony Heywood	ATEM Councillor
Ali Hughes	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Susan Hudson	Acting for 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	Executive Director, ATEM Secretariat
Neil Voyce	Acting Assistant Secretary, ATEM Secretariat
Peter Scardoni	Assistant Treasurer, ATEM Secretariat (Morning only)

1. Welcome and Apologies

The President welcomed Susan Hudson who was acting for Jenny Till, Regional Chair NSW/ACT and to Neil Voyce who was acting for Giles Pickford, Assistant Secretary, and taking the minutes.

Apologies were received from Linda McLain, Vice President, Jenny Till, RC NSW/ACT and Giles Pickford, Assistant Secretary

The President advised that Richard Easter, Chair of the ATEM Foundation, would join the meeting later.

Jane Kovacs, Bass Region, would also join the meeting later as an observer.

2 Starring of Items

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

3 Minutes

The Minutes of the meeting held on Friday 24 July 2009 in the L H Martin Institute, Melbourne were taken as read and confirmed with the following amendments:

- Item 3 – Date and place of previous meeting to be corrected to read, “*Wednesday 11 March 2009 at the Crowne Plaza Hotel, Sydney*”
- Item 5.2 – That the Western Region be deleted from the fourth bullet point with reference to Regions not in surplus.
- Item 5.5 – Point 3 – The words, “*A small working group comprising the authors of this report plus a representative from Aotearoa*” To be changed to read, “*A small working group comprising one Councillor, one Regional Chair and three Institutional Coordinators, one of whom should be from the Aotearoa Region.*”
- Item 7.1.4 – The dates in the first paragraph should read “*2010 – 2013*”.

4. Business Arising from the Minutes

4.1 ATEM Action Sheet

The following adjustments to the Action Sheet were agreed on:

- Item 3 – Timeline to now be December 2009
- Item 9 – Timeline to now be March 2010
- Item 10 – Timeline to now be March 2010
- Item 15 – To be included as part of Item 9
- Item 17 – Name change – M Conway to be replaced by K McCluskey.
- Item 19 – “Done” to be deleted from results column as not yet completed.
- Item 43 – Timeline now March 2010

4.2 Other Items from Minutes

- Item 5.2, last bullet point – It was agreed that Regional Grants and Scholarships should be an option for Regions to pursue but that there needed to be some consistency in the approach and linked in with the centrally administered awards and scholarships. The costs needed to be included in the approved Regional budgets before proceeding.
- Item 7.1.4 – The President advised that matters to be considered by the Conference Steering Committee would be developed further during the current meeting and scheduled.
- Action Sheet Item 1 – It was noted that the Target figures were the revised targets and not those originally set for 2009.

(Jane Kovacs joined the meeting at 10am as an observer)

5 Reports

5.1 President’s Report

The President's Report was received.

The President advised that his report was focused on key areas of engagement activities:

- Engaging with the sector
- Engaging with Corporate Members
- Engaging with Regional Committees

He expanded on some aspects of his report and advised that he would be meeting with the Tropical Region members later in the day, was to link with the Aotearoa Regional Committee by video link next month and would visit other Regions as soon as possible.

5.2 Vice-President

Following the resignation of Chris Pepper at the last Council meeting, a vacancy for one of the two Vice-President positions exists and Council has the power to appoint a Vice-President to that position for the remaining term of the resigning person. The President confirmed that, as discussed at the July Council, he had sought nominations from existing members of Council to fill the vacancy.

Resolution:

That Tony Heywood be appointed to fill the Vice-President position created by the resignation of Chris Pepper and that he hold that position until the next scheduled election for the position.

Moved: Stephen Weller

Seconded: Heather Davis

APPROVED

(Tony Heywood abstained from voting on this resolution)

5.3 Budget and Financial Management

The Association Treasurer's Report was received. The Financial Report from the Aotearoa Region had been sent to Council members just prior to the meeting but the figures were not included in the original Council papers.

The Treasurer advised that there was a sum of approximately \$31,700 from the PayPal system which was not included in the income figures in the supplied reports. There were other transactions still to be processed but overall it was estimated that ATEM as a whole had made a surplus of approximately \$130,000 for the first eight months of the year.

It was noted that with respect to the comment in the Treasurer's Report it had now been clarified that the MMP funds in the Association's accounts actually belong to the Association and should be included in the income figures.

The Treasurer advised that there was still some audit work to be completed on the 2008 Annual Accounts but from the information available it was conservatively estimated that the net assets of the Association stood at \$350,000 at the end of August.

The short time frame available for collecting and collating the Association's financial information at the end of the month prior to the Council meeting and having the financial reports to Council members with the other Council papers will mean that often Council will be making decisions based on incomplete data. As a result, the Treasurer has suggested quarterly financial reports be prepared.

Agreed:

That quarterly financial reports be prepared across the Association as at 31 March, 30 June, 30 September and 31 December (Annual Accounts). These reports are to be completed by the middle of the month following the end of each period irrespective of when the Council meeting is held.

ACTION: RJ, PS

It was noted by the Treasurer that the original budget for 2009 across the Association differed greatly from the actual results to date and the likely outcome for 2009. He did acknowledge that some of the

Regional income figures would be increased once the funds held in PayPal were released and allocated to the appropriate Region.

The Treasurer also noted that corporate membership invoices had only recently been sent out and that there was a projected income of \$75,000 expected from that source before year end.

In addition to SEQ/NR and Central Regions mentioned in his report, the Treasurer advised that he had received excellent budget information since then from NSW/ACT and Aotearoa Regions. He expected the balance of the budgets over the next few days.

After discussions with Regions, where necessary, it was intended to have a full draft budget for the Association available in October.

ACTION: RJ, PS

It was noted that Peter Scardoni, Assistant Treasurer, was still having difficulties in finding a suitable audit firm to audit the Association's accounts for 2009. Of those approached, some lacked the necessary qualifications to be able to audit the Association and the ATEM Foundation while others had too much work on their books and did not want to take on new clients. Peter Scardoni is to continue to approach auditors to find one to recommend to Council for putting forward to members for approval at the Special General Meeting.

ACTION: PS

There was a general discussion on how the annual surplus/deficit for each Region was to be handled at year end. It was emphasised that ATEM was one organisation and that all funds were ATEM's funds with annual surpluses or deficits moved annually into the consolidated accounts for the Association.

Reference to prior year surpluses could be made when seeking approval for special regional expenditure that may result in a deficit budget for that Region for the budget year. Such budgets should clearly identify the strategic basis of the deficit that would be created and would inform Council in making decisions on Regional Budgets.

Agreed:

That a committee comprising Stephen Weller, Rex Jones, Maree Conway and Peter Scardoni meet to prepare a one pager on budget principles, the treatment of surpluses and deficits for a year and how the 10% professional development levy is formulated and processed. The committee is to report back to the December 2009 Council meeting.

ACTION: SW, RJ, MC, PS

There was a discussion regarding the Association's investments.

Agreed:

That the Association's Consolidated Balance Sheet should show separate details of categories of investments. It was also agreed that Fixed Assets owned by the Association should also be shown separately although it was acknowledged that several of these Fixed Assets may now have been depreciated to nil.

(The meeting broke from 11am to 11.20am for morning tea)

5.3 Report from the Executive Director

The Executive Director's Report was received.

There was a discussion on the proposed fee structure for professional development events that was common across the Association.

Agreed:

That the following fee structure be adopted across the Association from the start of 2010:

Professional Development Programs

- A **program fee** (fee for non-members/public) be set for each professional development program. The fee must be a minimum of \$300 for a full day program and a minimum of \$150 for half day programs.
- Fees for breakfast seminars be set at a minimum of \$40.
- The **ATEM individual members' fee** is 20% less than the program fee.
- ATEM member registration rates can be set at \$0 for any program at the discretion of Regional Committees (and costed that way in regional budgets).
- The **ATEM corporate member fee** is 10% less than the program fee (as per the Corporate Membership Policy).
- Fees for three day programs will be set based on arrangements for the particular program, and as a minimum, program fees must be at least equal to three times the agree full day program rate.

Regional Conferences

Registration fees for regional conferences must be at least the same as the minimum professional development daily fee for that region.

Review

Fees be reviewed by July annually at the PD Planning Workshop.

ACTION: MC

It was noted that the dollar values were inclusive of GST and were to be the same in Australian and New Zealand dollars.

The Executive Director advised that a separate policy on acceptable professional development expenditure will be prepared for Council consideration.

ACTION: MC

The Executive Director reported that the online registration facility via the ATEM web site was close to being finalised and should be available in the next week or two. When ready there would be a transfer of information from the Wild Apricot system currently being used in Australia. At that stage it will be up to each Region to monitor their professional development registrations.

It was noted that the draft professional development program for 2010 currently contained 105 different events across the Association.

The President thanked everyone involved in completing this draft program which was accepted by Council.

The remainder of the timetabled items for completion of the Association's professional development program for 2010 is as follows:

- | | |
|-----------------|--|
| By 9 October: | Finalisation of program costs |
| By end October: | Production of consolidated program (PDF by E7) |
| | Entry of program details on ATEM website |

Production of one page flyer for institutional HR/Organisational Development units
November: Marketing of 2010 programs commences
First quarter 2010: Programs finalised in regions and updated details on ATEM website

It was agreed to bring forward Item 8.2 (Student Services Conference) for discussion under the Executive Director's Report.

It was noted that this event is set down for 21 to 23 April 2010 in Sydney and that the NSW/ACT Region would be acting as the organising committee. It was further noted that registration, marketing and financial support would be via the Central Secretariat on behalf of Council and that it would be recorded as a centrally run event.

During the discussion on possible new ATEM programmes for 2010 the Executive Director gave a brief overview of TEDx events and Council agreed that this was an area worth exploring further.

ACTION: MC

The Executive Director informed the meeting that an ATEM Policy and Procedures wiki had been established to which all Secretariat staff had access and could work together to develop the groundwork for new and/or improved policies and procedures for the Association. Arrangements would be made for interested Council members to have access as well.

ACTION: MC

It was noted that the NSW/ACT Region had a performance reporting system in place thanks to the work of the Regional Executive Officer, John Chapman. This work would form the basis in developing performance reporting at both Regional and Council level with the Central Secretariat staff collecting the information and reporting to Council.

ACTION: MC, GP, PS

Tony Heywood suggested that a performance review of Council members should be introduced and this was to be considered further by Council.

ACTION: TH

5.4 Corporate Membership

The report from Tony Heywood was received.

Agreed:

That the following be adopted as the Council's policy on Corporate Membership:

Rationale

The strategic goal of the Association for Tertiary Education Management (ATEM) is to advance the professionalism of tertiary education management. A second strategic goal is to recognise the professional staff and the critical contribution they make to the success of tertiary institutions.

Corporate membership aims to build a strong link between ATEM and institutions, with a number of senior staff nominated as full members, and a range of benefits available to all staff.

Corporate Membership

ATEM provides a tiered model of corporate membership that caters for organisations of varying sizes, and also to sub-units of larger institutions. Corporate members originate from a variety of stakeholders within tertiary education, including organisations that are:

- *educational institutions*
- *professional associations*
- *government*
- *educational agencies*
- *commercial*

The table below outlines the four tiers of membership available, with indicative descriptors:

Classes of Membership

Level 1	A large tertiary education institution; a medium to large commercial organisation; a government department. As a guide, enrolments of more than 10,000 EFTSL.
Level 2	A medium tertiary education institution; a smaller commercial organisation; a section of a government department; an educational agency. As a guide, enrolments of less than 10,000 EFTSL.
Level 3	A division, Faculty or school within a large educational institution; a small tertiary education institution. As a guide, enrolments of less than 5,000 EFTSL (academic unit) or staff of less than 50 EFT (administrative unit).
Level 4	An administrative or academic department, within an educational institution; a very small tertiary education institution. As a guide, enrolments of less than 500 EFTSL (academic unit) or staff of less than 20 EFT (administrative unit).

Membership for government and commercial organisations is restricted to Levels 1 & 2. Restrictions applying to a category are according to size as indicated (the institution can choose a higher level on the scale).

Benefits

	Level 1	Level 2	Level 3	Level 4
Full Free Individual Membership (senior staff)	5	4	3	2
Nominated senior staff receive (as full members):				
• Discounted rates for PD/ conferences	√	√	√	√
• Annual subscription to the Journal	√	√	√	√
• Access to ATEM grants	√	√	√	√
• Weekly e-mail updates	√	√	√	√
• Networking opportunities	√	√	√	√
PD discount for non-members*	10%	10%	10%	10%
Free listing of postgraduate courses on Education & Training page of the ATEM website	√	√	√	√
Listing on the ATEM website as a corporate sponsor, with a link to own website	√	√	√	√
Job ads on Job Vacancies page	Free	Free	Free	Free
Discount on trade display at TEM Conference	5%	Nil	N/A	N/A
Free trade display at Regional Conferences	√	√	N/A	N/A
Commercial corporate members – one-off profile included in ATEM Matters newsletter	√	√	N/A	N/A
Discounted advertising space in ATEM Matters newsletter	50% discount	25% discount	Nil	Nil
Annual fee	\$5x	\$4x	\$3x	\$2x

*Applied at the institutional level – if the ‘parent’ institution is a corporate member, the PD discount applies to any staff participating in PD.

Nominated individual memberships

The benefits of corporate membership include the provision of a specified number of individual memberships for senior staff. These are intended to raise awareness of and involvement with ATEM by senior managers within the sector.

The following should be used as a guide when determining recipients (with appropriate modification for sub-units or non-educational corporate members):

- *the Chief Executive Officer (Vice-Chancellor or equivalent),*
- *the most senior member of the professional staff,*
- *the Director of Professional Development/Organisational Development, and*
- *the Director of Human Resources.*

Institutional Co-ordinators

ATEM will automatically offer a 'parent' institution an Institutional Coordinator (IC), who would be listed as a corporate member. The IC will be a full individual member of ATEM; however the membership fee will be waived in return for this person acting as a liaison with the ATEM Regional Committee to promote ATEM and its activities in the institution

Administration

- *Corporate membership fee levels are determined by Council annually.*
- *The President of ATEM will invite the CEO of each tertiary institution in Australia and New Zealand to accept Corporate Membership of ATEM annually in February.*
- *Membership fees for Corporate Membership will be paid to the ATEM Secretariat.*
- *The ATEM Secretariat will maintain a membership database of ATEM Corporate Members, including the names of the CEOs and their other nominated management staff.*

The meeting was advised that the appropriate letters and invoices for Corporate Members had been produced and sent out to current Corporate Members.

5.5 Branding and Marketing

The Executive Director presented the updated version of the proposed logo for the Association as developed by Evolution 7.

Agreed:

That the logo represented below be adopted for the Association.



It was accepted that now the logo had been finalised it was now possible to proceed with the rest of the branding and marketing work.

(The meeting took a lunch break from 12.35pm until 1.05pm)

(Peter Scardoni left the meeting at the lunch break to attend the TEFMA Board.)

5.6 Report from AUQF

The report from Kay Hemsall was received.

Kay Hemsall's recommendation that ATEM consider AUQF's procedures for referred papers for use within ATEM was noted for action.

It was noted that Kay Hemsall had accepted the offer to represent ATEM at the 2010 AUQF. Council is to consider the appointment of a representative for 2011.

ACTION: SW

6. International and Local Affiliations

It was noted that the date for the AAUA meeting on the schedule provided should be 2010 (actual dates to be confirmed) and that Linda McLain be the ATEM representative.

It was noted that in the future the unsuccessful nominees should be formally advised that they were not successful once the selection process had been completed and prior to listing in the Council papers.

ACTION: LMc

7. Conferences

7.1 2009 TEM Conference

Jo Miller advised that the final numbers for the TEMC in Darwin were 549.

On behalf of Council and ATEM as a whole, the President thanked Jo Miller and the Conference Organising Committee for the excellent work they had done in organising the conference and made mention of the diverse geographical spread of those committee members.

Jo Miller thanked the President and made special mention of the guidance she and her committee had received from Toni Hodge.

7.2 Review of TEMC

The President opened discussion on the suggested items for the Standing Steering Committee to consider when reviewing TEMCs. A number of items were raised during discussions and are scheduled below:

- 1) Reconnecting with international organisations and delegates attending TEMC
- 2) Review procedures surrounding the refereeing of papers
- 3) Review procedures for selecting papers – more information on presenters and topic prior to selection

- 4) Review procedures for supplying feedback to those propose papers were rejected
- 5) Review reason why research based papers appear to have a high rejection rate
- 6) The role of the Chair of the Organising Committee and the benefits of ongoing developing expertise especially with stronger ATEM Secretariat.
- 7) Update KPIs for PCO contract
- 8) A TEMC logo
- 9) Review the conference programme format
- 10) Define what the conference is for – what it is aiming to achieve – forum to debate issues?
- 11) Review the quality of papers being presented – is this the place for 1st time presenters?
- 12) If 1st time presenters to continue then review requirements such as having a mentor or attending a course on presenting skills or similar
- 13) Require a first time presenter to present at a Regional conference first – if available
- 14) Professionalism of presenters – look at methods of reviewing proposed papers and presenters – raise the bar on presentations – paid presenters?
- 15) Look at ways of improving networking opportunities
- 16) Look at having papers on specific themes with discussions after presentation
- 17) Review having motivational speakers on programme
- 18) Need to develop clear outline of what is required of presenters
- 19) Look at ensuring NZ issues on programme – less university focused programme – have a NZ representative on each organising committee
- 20) Call for papers to be made immediately after the latest TEMC
- 21) Have networking board at TEMC where delegates can leave messages to link up and network with others with like interests
- 22) Review TEMC material to ensure delegates are educated on the event
- 23) Review process for selecting chairs of sessions
- 24) Review special interest groups – group chair
- 25) Look at having more variation in times for papers – longer/shorter

Agreed:

That the list of items to be considered when reviewing TEMC be added by the Executive Director to the policies and procedures wiki and that the Executive Director prepare a discussion paper for the next Council meeting in December.

That the discussion at the December meeting be scheduled for two hours and be facilitated by the Executive Director.

ACTION: SW, MC

8. Other Business

8.1 The ATEM Foundation

(Richard Easter, Chair of the ATEM Foundation, joined the meeting at 2.05pm)

The President welcomed Richard Easter, Chair of the ATEM Foundation, to the meeting. A paper from Richard Easter was tabled. The paper gave an overview of the ATEM Foundation's Constitution and purpose and the current approach to investment strategy.

Richard provided an overview of the role of the Foundation and its relationship with ATEM Inc and noted the importance of ensuring regular reporting of Foundation matters to the ATEM Council. He noted the main role of the Foundation was to build funds in perpetuity in order to fund an annual income stream to support ATEM Inc initiatives and activities eg travel grants and scholarships.

Richard noted that Council had determined that the Foundation Board provide investment advice for all surplus ATEM funds, ie for both ATEM Inc and the Foundation. The current investment policies were noted.

The issue of the need for independent professional investment advice was discussed and agreed. It was also agreed that a managed fund approach was favoured to ensure consistency of returns rather than pursuing increased returns from higher risk strategies.

It was noted that a review of the Foundation constitution was needed. For example, to better reflect the purpose of the Foundation.

It was noted that the ATEM Treasurer, Rex Jones, should be added to the list of Foundation Directors.

It was also noted that the ATEM web site has incorrect information relating to the ATEM NZ Foundation. The NZ Foundation is registered in New Zealand as an Incorporated Society, is currently not a registered charity, has a separate Constitution and has its own Directors. It was agreed that the ATEM web site needs to be updated with reference to the ATEM NZ Foundation.

ACTION: GP

It was also noted that the ATEM NZ Foundation has no funds at the present time.

Agreed:

That a sub committee comprising Tony Heywood (Chair), Richard Easter (Chair of the ATEM Foundation), Rex Jones, Peter Scardoni and Neil Voyce be established to:

- *Review constitutional and other matters related to the ATEM Foundation and the ATEM NZ Foundation and report back to the ATEM Council. Matters to be considered include:*
- *Consider the issue of surplus ATEM funds being transferred to the ATEM Foundation in perpetuity*
- *Pooling of ATEM Inc and Foundation funds for investment purposes but accounting for the funds separately*
- *Future consideration on the use of professional financial advisors or consideration of a managed funds approach*
- *Examine the reporting requirements for both the Australian and NZ Foundations and timely lodgement of financial statements, changes in directors etc.*

ACTION: TH, RE, RJ, PS, NV

The President thanked Richard Easter for clarifying a number of issues relating to the ATEM Foundation.

(Richard Easter left the meeting at 2.40pm)

8.2 Funding for Research and Travel to Support the case for “The Professional Staff”

A copy of the grant application from Susan Hudson that was submitted to the ATEM Awards and Grants Committee was received.

The ATEM Awards and Grants Committee had suggested that the ATEM Council may consider the proposed study was worthy of separate funding by ATEM given the topical nature of the subject matter.

Resolution:

That Council consider possible funding for research to support the case for “The Professional Staff” with the public excluded from the meeting due to the possible personal nature of the discussions.

Moved: Stephen Weller

Seconded: Heather Davis

APPROVED

(Susan Hudson and Jane Kovacs left the meeting at 3.00pm)

(Council move to Public Excluded discussions at 3.00pm)

(Council resumed in open meeting at 3.15pm and Susan Hudson returned)

8.3 Vacancy on Council

With the appointment of Tony Heywood to Vice-President there was now a vacancy on Council for an ATEM Councillor. The Constitution required Council to make an appointment up until the expiry of the current term for the position.

Agreed:

That Council seek applications from members for appointment to the vacant position of ATEM Councillor for the remainder of the term of the currently vacant position, which is at the next Annual General Meeting. Members are to be invited to apply to the Association Secretary and include their curriculum vitae. The Secretary will supply each applicant with the list of duties associated with the position. Council will then consider nominations and record their preference via circular resolution.

ACTION: T HODGE, GP

9. Next Meetings in 2009

The President advised that all Council meetings would be held between 9.30am and 3.30pm on the appointed day. It was confirmed that the December meeting would be held on 11 December in Sydney with a dinner the night before for those who are available.

Date	Meeting	Time	Place
Friday 11 December 2009	Council	9.30 am – 3.30 pm	Crowne Plaza Sydney
Friday 19 March 2010	Council	9.30 am – 3.30 pm	Martin Inst, Melbourne
Friday 30 April 2010	Annual General Meeting	By E-mail	Cyberspace
Friday 25 June 2010	Council	9.30 am – 3.30 pm	Crowne Plaza, Sydney
Sunday 3 October 2010	Council	9.30 am – 3.30 pm	TEMC Melbourne
December Meeting	To be decided		

10. Closure

The meeting closed at 3.30pm

NV 22/9/09

ATEM COUNCIL FLYING MINUTE No 2/2009

TO: ATEM COUNCIL MEMBERS

FROM: Stephen Weller, ATEM President

CONTACT PERSON Giles Pickford atem1@bigpond.com

29 September 2009

Award of Two Peter Karmel International Travel Grants

Background

On 14 August 2009 the ATEM Awards and Grants Committee considered the applications for the Peter Karmel International Travel Grant. It recorded the following two resolutions in its report to Council:

"(a) 4.2 Kay Hemsall (Manager, Organisational Development UNE)

This was judged to be the strongest application and it was resolved that Kay Hemsall be awarded the grant for 2010; and

(b) 4.4 Susan Hudson (Manager Special Projects, UWS)

It was agreed that this project was so important to ATEM and to the profession of Tertiary Education Management that it ought to be funded by a special one-off grant of an amount to be negotiated with Susan Hudson. A case for this grant will be put to the ATEM Treasurer for inclusion in the 2010 budget and recommended to Council in September."

Council decided to consider this recommendation in a closed confidential session. The resolution from this session reads as follows:

Agreed:

That the President and Maree Conway liaise with Susan Hudson around the issues canvassed in her application and to prepare a suitable proposal that can be considered by Council.

However, it has now been found that Susan had already been informed, prior to the September Council meeting, that the project was funded. As a result she had registered with AUA and sought and received support from her institution. To resolve this the President believes that the award of a second Karmel Grant in 2009 is the best course of action.

The Treasurer has confirmed that sufficient funds are available to support two Peter Karmel awards in 2009, assisted by the non-award of the Maurie Blank grant this year. Precedents do exist for the awarding of two Peter Karmel Grants in one year where more than one excellent application is received.

The guidelines on the Karmel can be read here: http://www.atem.org.au/activities_grants_peter.cfm

The application for the grant by Susan Hudson is attached. The Awards and Grants Committee is of the view that attendance at the AUA Conference is an integral part of the project.

Recommendation

That Council endorse the award of a second Peter Karmel International Travel Grant in 2009, to Sue Hudson.

Giles Pickford and Peter Scardoni
ATEM Secretariat
29 September 2009

In favour: Ken McCluskey, Toni Hodge, Judy Szekeres, Stephen Weller, Heather Davis, Jo Miller (qualified support), Rex Jones, Jenny Till, Tony Heywood.

Abstain: Ali Hughes

Against: John Swinton

Not Yet Voted: Linda McLain (overseas), Joanne Austin

Record of comments made during voting (chronological order)

Ken McCluskey

I support the grant application

Toni Hodge

I vote in favour of the recommendation.

Ali Hughes

Abstain

John Swinton

Not in favour. An overseas component not necessary for this project - research can be done more than adequately via web search and/or email. In addition, UK perspective only marginally relevant. Refer to September Council discussion

Judy Szekeres

In favour

Stephen Weller

I am in favour

Heather Davis

I am in favour of making the grant

Jo Miller

I very reluctantly endorse the award of a second Peter Karmel International Travel Grant in 2009, to Susan Hudson with the following qualification. My qualification of this endorsement is based on my opinion of the extremely poor process associated with this activity, that I and my understanding other Councillors agreed that further research could be undertaken precluding the need to attend the AUA. However I would now suggest that given this outcome that the ATEM Council receives a copy of the paper in advance that will be presented at the AUA conference by Susan and any other publications or research proposals or outcomes from this project as it is being funded by ATEM and on behalf of ATEM.

Rex Jones

On this occasion I support the proposal

Jenny Till

Giles, now based on all the additional information sent through (thank you) please record my 'yes' vote for this.

Tony Heywood

I'm in favour of making the grant.

Item 4.1 ATEM Action Sheet

ATEM Action Sheet 17 November 2009

Blue means done, red means overdue

Name	Action Required	Timeline	Result																																																		
Council – 2008																																																					
1. Regional Chairs	Set membership targets for 2009 Regions which have exceeded or reached target need to revise target.	December 09	<table border="1"> <thead> <tr> <th>08</th> <th>Census</th> <th>Actual</th> <th>Target</th> <th>09</th> </tr> </thead> <tbody> <tr> <td>Aot</td> <td>215</td> <td>244</td> <td>265</td> <td></td> </tr> <tr> <td>Bass</td> <td>405</td> <td>399</td> <td>450</td> <td></td> </tr> <tr> <td>Cent</td> <td>101</td> <td>122</td> <td>125</td> <td></td> </tr> <tr> <td>Nsw/act</td> <td>320</td> <td>352</td> <td>400</td> <td></td> </tr> <tr> <td>Seq/nr</td> <td>112</td> <td>103</td> <td>125</td> <td></td> </tr> <tr> <td>Trop</td> <td>36</td> <td>39</td> <td>45</td> <td></td> </tr> <tr> <td>West</td> <td>76</td> <td>86</td> <td>100</td> <td></td> </tr> <tr> <td>Int</td> <td>15</td> <td>19</td> <td>20</td> <td></td> </tr> <tr> <td>Total</td> <td>1,280</td> <td>1,364</td> <td>1,500</td> <td></td> </tr> </tbody> </table>	08	Census	Actual	Target	09	Aot	215	244	265		Bass	405	399	450		Cent	101	122	125		Nsw/act	320	352	400		Seq/nr	112	103	125		Trop	36	39	45		West	76	86	100		Int	15	19	20		Total	1,280	1,364	1,500	
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Total	1,280	1,364	1,500																																																		
2. S. Weller & Maree Conway	Commission external communications expert	Dec 09	Deferred to Dec Council Discussions held with Fuji Xerox and awaiting a business proposal																																																		
3. M. Conway, and S. Weller	Implement Branding & Marketing program; Conduct a re-make of the web site; prepare Style Guide	Dec 09	In progress. New Logo has been approved by Council.																																																		
4. T. Heywood	Renegotiate Leishman Contract to 2012 in conjunction with TEFMA	Dec 09	Contract to 2012 in drafting stage, should be complete by mid-November																																																		
5. R. Jones & P. Scardoni	Complete Finance Manual and revise signatories and Purchase Quickbooks User's Manual For the Regions	Mar 10																																																			
6. S Weller & R Jones	Find Corporates who will introduce payment of membership by payroll deduction.	Jun 09	Institutions found so far: Murdoch Newcastle Tasmania Victoria University Western Sydney Wollongong																																																		
7. Peter Scardoni & Rex Jones	Item 5.3 - Complete the consolidated balance sheet to include Bass, SEQ/NR and the Journal	Dec 09																																																			
Council July 2009																																																					
8. Rex Jones and Peter Scardoni	Item 5.2 – Promulgate the Budget Template across Regions and arrive at 2010 Budget	Dec 09																																																			
9. L. McLain & R Jones	Item 5.2 – Produce a central scheme for funding Regional TEMC Scholarships	Dec 09																																																			

10. R Jones & P Scardoni	Item 5.2 - Recommend new Auditor to Council 2009/AGM 2010	Dec 09	
11. M Conway and E7	Item 5.3 - Complete switch from Wild Apricot to ATEM Web based Registration & payment for PD	Oct 09	
12. M Conway & E7	Item 5.3 - Re-work the automatic receipt to mention the need to keep it for tax	Dec 09	
13. M Conway	Item 5.3 – Organise PD Planning Session	Dec 09	
14. Linda McLain	Item 5.3 – Convene Strategic Planning Group	Sept 09	
15. Jones and M Conway	Item 5.3 - Centralise payment of ATEM Secretariat Contractors on Minimum of \$25/hour	Jan 10	
Name	Action Required	Timeline	Result
16. G Pickford	Item 7.1.2 – Create list of previous Keynote Speakers for TEM Database	Dec 09	Done 2/11/09
17. Linda McLain & M Conway	Item 8.1 – Develop Professional Staff Leadership Framework	Dec 09	In Progress
18. G Pickford	Item 8.2 – Report back to Council on TEMC feedback from Poster Exhibition	Dec 09	
19. S Weller and M Conway	Item 8.4 – Review contracts for Conway/Pickford/Scardoni	Jul 10	
Council Sept 2009			
20. T Hodge & G Pickford	Item 8.3 – Call for expressions of interest for ATEM Councillor Vacancy	Oct 09	Maddy McMaster declared elected
21. Rex Jones & Peter Scardoni	Item 5.3 – Prepare quarterly financial statements for 31/3, 30/6, 30 Sep, and 31 Dec (Annual Accounts)	Ongoing	Done
22. Rex Jones & Peter Scardoni	Prepare 2010 Budget	Oct 10	
23. R Jones and P Scardoni	Item 5.3 S Weller, R Jones, M Conway and P Scardoni to prepare policy doc on budget principles and surplus treatment	Dec 09	
24. R Jones and P	Item 5.3 Create separate entry in		

Scardoni	balance sheet for each type of asset														
25. M Conway	Item 5.3 Review PD Fee Structure in July each year.	July 10													
26. M Conway	Item 5.3 Explore TEDx potential for ATEM PD	Dec 09													
27. M Conway	Item 5.3 Develop Policy & Procedures Wiki and give access to Councillors	Dec 09													
28. M Conway, G Pickford & P Scardoni	Item 5.3 Replicate the NSW/ACT performance reporting system across ATEM.	March 10													
29. T Heywood	Item 5.3 Design performance review for ATEM Councillors	Dec 09	Done												
30. G Pickford	Item 5.4 Post Corporate Membership Policy on web and the wiki	Dec 09	Done												
31. M Conway & E7	Item 5.5 Branding Collateral to be completed	Mar 10													
32. S Weller	Item 5.6 Consider ATEM rep on AUQF Board for 2011	Sep 10													
33. S Weller & M Conway	Item 7.2 Open discussions with TEFMA re review of TEMC and renewal of Contract. Add discussion items to Wiki.	Dec 09													
34. G Pickford	Item 6 Advise Councillors of the decisions re overseas delegations prior to sending out Council Agenda	Oct 10	Noted												
ATEM Foundation															
35. R. Easther & G. Pickford	Manage ATEM and Foundation Investments	Ongoing	<table border="0"> <thead> <tr> <th></th> <th style="text-align: right;"><u>Quantum</u></th> <th style="text-align: right;"><u>Yield p.a.</u></th> </tr> </thead> <tbody> <tr> <td>ATEM</td> <td style="text-align: right;">\$58,119</td> <td style="text-align: right;">\$2,347</td> </tr> <tr> <td>Foundation</td> <td style="text-align: right;">\$128,580</td> <td style="text-align: right;">\$4,590</td> </tr> <tr> <td>Totals</td> <td style="text-align: right;">\$186,699</td> <td style="text-align: right;">\$6,937</td> </tr> </tbody> </table>		<u>Quantum</u>	<u>Yield p.a.</u>	ATEM	\$58,119	\$2,347	Foundation	\$128,580	\$4,590	Totals	\$186,699	\$6,937
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36. P. Scardoni & R. Easther	Apply for deductible gift recipient status for ATEM Foundation	March 2010													
37. Stephen Weller	Discuss Board Structure with Foundation Board	Sept 09	Done												
38. T Heywood	Item 8.1 Chair group to review and revise ATEM Foundation Constitution and Strategy	Mar 10													

Name	Action Required	Timeline	Result
Executive			
39. Stephen Weller & Maree Conway	Meet when necessary to produce Flying Minutes for Council on urgent business	Ongoing	
40. S Weller & Both VPs	Item 5.8 – Monitor the five main identified risks and review risks annually	Ongoing	Last done December 2008

Item 4.3 Report from Susan Hudson

Report on TEMC poster : We ARE the Professional staff

TEMC poster presentation summary

- The poster attracted great interest.
- All feedback survey sheets rated overall satisfaction with the poster at 5/5 (Excellent) – 70%, or 4/5 (Very Good) 30%
- Specific feedback indicated:
 - “Looks great – excellent contact”
 - “Should be turned into a presentation”
 - “Worth everyone having a look at”
 - “the bookmark and survey with contact details were an excellent idea”
 - “Distribution network for non ATEM members needs to be broadened”
 - “Best poster”

Feedback

Many delegates indicated their continued interest in the initiative. Most seemed to be at a loss as to how to progress a change in terminology used at their institutions.

Next steps

1. The abstract (Attachment 2) submitted to AUA has been accepted for presentation.
2. Meetings with UK colleagues will be arranged to discuss the case in the UK (some contacts have been established).
3. Ideally I will meet with Celia Whitchurch who is an accomplished and well written author on this subject.
4. Discussions with AHEA regarding avenue to change the award terminology.
5. Mid 2010 – compilation of data from various sources to present a case to DEEWR and UA and all Australian and NZ VC’s.
- 6.

Attachment 1

Aims and methodology of Peter Karmel grant application

2. Aim of Project:

The primary aim is to seek further information to support a case for Australian institutions of higher education to formally classify non-academic staff as “professional” staff and to support a case to DEEWR to formally classify non-academic staff as “professional staff” in their official documentation, including the Higher Education Industry-General staff-Award 2010. (This will be up for review in 2010 – the aim is to have the next award titled Higher Education Industry-Professional staff-Award 2012.)

Secondary aims are to advance the ‘face’ of ATEM at an international level and to further the work towards the recognition of tertiary education administration as a profession and their staff as professionals.

Thirdly, my aim would also include the exploration of issues that surround my current work area, which is implementation of the UWS staffing strategy. My current work explores related issues including the ageing workforce, talent shortages, reward and recognition and talent management.

3. Methodology:

- i. Information has been gathered through email survey of ATEM members from 35 Australian and New Zealand institutions
- ii. Poster presentation has been accepted for TEMC, Darwin, September 2009 – titled “We **ARE** the Professional staff” (joint presentation with Giles Pickford) (TEMC funded by my home institution – UWS)
- iii. Attendance at AUA Conference and exhibition, Warwick University, UK, March 2010 – poster re-presentation and presentation on UWS staffing strategy which will encapsulate one of the “recognition” aspects of the UWS staffing strategy – accepting and using “professional” as the terminology to describe the non academic staff of the University. The presentation will be interactive with the poster and the audience.
- iv. Information will be gathered from conference attendees with contacts established beforehand. This is a prime site to gather information of this type
 - a. I will make contact with conference organisers beforehand to establish a process to interview delegates from every university represented to gather information on nomenclature utilised at their university
 - b. I will then establish contacts at those universities for follow up where necessary
- v. Visits to UK universities where I have already established contacts, Bristol University and Birmingham University.
- vi. Compilation of information into a submission to Universities Australia, individual Vice Chancellors across Australia whose universities are yet to embrace the use of “professional” staff in their nomenclature
- vii. Submission to DEEWR recommending adoption of “professional” staff in the terminology used in the Higher Education Industry-General staff-Award when it is revised in 2010.

Attachment 2

AUA Session proposal

Title :

Professional Staff : To Be or Not To Be

Sub Title:

A discourse on the professionalism of the Higher Education Worker as it evolves through the development of an Australian University staffing strategy.

Brief Description:

The University of Western Sydney (UWS) has over 2,500 staff working across its six teaching campuses spread across the Sydney Greater Western region.

Having the right people in place for UWS to be sustainable into the future, has led to the development of a broad University staffing strategy. The development of the strategy has proceeded in the form of a project, titled “Our People 2015”.

The first part of this presentation discusses the development, implementation and outcomes of the “Our People 2015” project.

An integral component of the staffing strategy is the reward and recognition of staff. In the process of mapping appropriate reward and recognition strategies, this aspect of the project segued into a consideration of the professionalism of the Higher Education Worker and the nomenclature used in literature, documentation and discussion on “General staff”, with a view to facilitating a change in nomenclature to “Professional staff”.

The second part of this paper concentrates on the discourse surrounding the recognition of the “Profession of Tertiary Education Workers” and the work being done by the Australian Association for Tertiary Education Management (ATEM) to have the term “Professional Staff” formally adopted across all Australian institutions. The presentation contains a poster as presented to the Australian Tertiary Education Management conference in September 2009, titled “We ARE the PROFESSIONAL Staff”.

Learning Outcome 1:

A conversation starter on the issue of “general staff” and nomenclatures used across the sector globally.

Learning Outcome 2:

An understanding of a methodology used in developing a staffing strategy for a tertiary education institution.

Learning Outcome 3:

Target Audience:

Administrators interested in the discourse on nomenclature used for staff; Administrators interested in developing a staffing strategy; Delegates who would like to establish contacts with an Australian University.

How does your session support equality and diversity?

The session will address the professional status of general staff in UK and Australia.

How does your session advance the professionalism of HE management and administration?

The session contributes to the discourse on the “professionalism” of the profession of Higher Education Worker. Should the overall objective of having the term “Professional Staff” formally adopted across all Australian institutions be achieved, the profession itself will receive a significant advancement in the credibility stakes.

Extra information for Moderators

The work on nomenclatures of general staff as depicted in this presentation has been supported by the Australian Association of Tertiary Education Management. Susan Hudson’s attendance at the 2010 AUA is supported by her own institution, University of Western Sydney and is supported and funded by ATEM.

Item 6.1 Report of the President

General Update

This is my last report to Council from my role as PVC Students and Technology at Victoria University. From 11 January I will take up the role of Deputy Vice-Chancellor (University Services) and Registrar at James Cook University. The Vice-Chancellor of JCU, Professor Sandra Harding, has gladly agreed to support my role as ATEM President in a similar way to which the Vice-Chancellor of VU, Professor Elizabeth Harman, has done during 2009. I look forward to joining the Tropical Region in 2010.

Engagement

I attended my first LH Martin Institute Advisory Board on 12 November and in discussion regarding the 2010 Institute Strategic Plan there was a clear recognition of the partnership between ATEM and LHMI. I think that the partnership during 2009 has been very strong and there is a clear sense of shared purpose between the two organisations that at the same time allows each of us to convey a strong brand into the tertiary sector.

On Wednesday 03 December Maree Conway, ATEM Executive Director, Russell Smith, LHMI Executive Manager and myself visited the Department of Education, Employment and Workplace Relations (DEEWR). We were able to meet with the Department Secretary, Lisa Paul PSM; Bill Burmester, Deputy Secretary, Tertiary, Youth and International; and Ben Johnson, General Manager, People.

This meeting explored collaboration between DEEWR, ATEM and LHMI in respect of secondment and exchange programs between DEEWR and the Australian tertiary education sector. This was a positive meeting and one which demonstrated the opportunity for considerable mutual collaboration which we will be exploring further into 2010.

Future Planning and Governance

The Council meeting in December will be the first at which the agenda will feature a dedicated item on 'Future Directions'. With the Change Management Team activities having come to an end with the September Council meeting we have resolved to adopt a focus at each meeting to consider and position for the future. At the December meeting there will be three areas for future consideration; Identity & Communication, Website Re-design, and TEMC Review.

In advance of the December meeting, the Council is undertaking a Governance Survey in order to gauge our effectiveness as the governing body of ATEM and identify areas of strength and areas for development. Not only is this a healthy opportunity to review our own practices but it will also provide a basis on which to consider areas for professional development for the Council as we move into 2010.

Secretariat Staffing

At the December meeting Council again review and consider the staffing arrangements of the Secretariat as we move into 2010. As identified in May this year we moved to a standardised model across the regions with all staff moving into the ATEM Secretariat and Regional Executive Officers

reporting through the ATEM Executive Director. At the same time we renewed the contracts for Giles Pickford and Peter Scardoni in their respective roles of Assistant Secretary and Assistant Treasurer.

Council will be reviewing the contract for Maree Conway in her role as Executive Director into 2010 and will be aiming to ensure Maree continues to be able to increase her strategic focus as we move to implement our streamlined operational activities. Council will also be considering the appointment of an additional fractional appointment in 2010 to work with Maree in support of our move to Online Professional Development and the increased online functionality that will arise out of the re-design of the ATEM website in early 2010.

Dr Stephen Weller

ATEM PRESIDENT

04 December 2009

Item 6.2 Report of the Executive Director

Association for Tertiary Education Management

Council: 11 December 2009

Quarterly Report of the Executive Director

1 Professional Development Program

- The 2010 ATEM PD Program is with Evolution 7, for the design and development of the 2010 program booklet. This will be available electronically, although E7 advise that it should also be set up so it can be printed if necessary. The booklet is due to be available on 15 January 2010. **For information.**
- 2010 PD programs have also been given to Evolution 7 to upload to the main ATEM site. Regions will need to maintain and update the information on the site as soon as possible. **Action: Regions**
- Planning for 2011 and beyond will commence in June 2010. The suggested date for the planning meeting is Friday, 4 June 2010. This workshop should be attended by regional representatives who have the authority to decide the content of their region's PD programs. **Date to be confirmed.**
- Online registrations and payments for both membership and professional development programs is now operational, in both Australian and New Zealand currencies. There were some initial teething problems, but these have been resolved quickly by Evolution 7. Manual payments for PD program registrations are now handled by Regional Executive Officers. Regions are reminded to send through contact details to the Executive Director for customisation of the manual registration form or to customise it themselves. **For information.**
- The Wild Apricot site will be maintained for use by the Student Service Centres Conference and the Heads of Student Administration Conference. The cost of this site will reduce by 50% to USD\$25/month because of the reduction in numbers of 'event attendees'. Once the new ATEM site is developed (see item 2), the Wild Apricot site will be closed down. **For information.**
- Explorations into online delivery via Blackboard at the University of Newcastle continue. Another option is to use a product like GoToWebinar which now has a training option. This would mean that we could use a combination of static resources (downloads) as well as live presentations at set times. This may be a better option than Blackboard, but further investigation needs to occur before any decisions are made. The first program being tested is the Orientation Program. **Council members are invited to express interest in being involved in this initiative, to work on set up and testing of alternatives.**
- Council have agreed to establish a Policy on Acceptable PD Expenditure – it has been agreed that Council will fund a set of ATEM PD resources (pens, pads, banners etc), with regions able to supplement this by funding purchase of their own resources. **Advice is sought from Council on the need to maintain consistency across the Association in terms of resources made available to members** – further information will be provided at the meeting.

2 ATEM Website

- The ATEM website is due to be rebuilt in the first quarter of 2010. A separate scoping exercise will be conducted as part of the Council meeting. A page on the ATEM wiki (<http://atem.pbworks.com/ATEM-Website-Rebuild>) will also be maintained as a place where regions can list their ideas/improvements. The wiki will also be used for updates as the development proceeds. **For information.**
- Attached as a separate document is a google Analytics report which compares website statistics for the ATEM site for 2008-2009. **For discussion.**

3 ATEM Logo and Brand

- The new logo has been launched with overwhelming positive feedback from members and partners. A style guide is being prepared by Evolution 7, and regions have been advised about appropriate use of the logo until the guide is published. **For information.**
- A working party led by Jo Miller has been established to work with Evolution 7 to identify the range of marketing collateral required, and to procure the collateral for use across the Association. The working party is aware of regional differences (Aotearoa) that will need to be accommodated in this process. **For information.**

4 Secretariat Operations

- All regions now have (or will have shortly) an Executive Officer except SEQ/NR. While current arrangements (casual employment of an existing Griffith University staff member work well), **Council is invited to consider whether an Executive Officer should be appointed in this region.**
- ATEM mail addresses will be transferred to google mail (and may have been at the time of the Council meeting). The same generic email addresses will be used, but google mail allows more functionality and is web delivered. Further information will be circulated. **For information.**
- John Chapman, NSW/ACT Regional Executive Officer will be retiring at the end of 2009. ATEM owes John much for his dedication, commitment and passion for the Association. His work behind the scenes in the NSW/ACT Region is legendary and has produced some ATEM benchmarks in terms of reporting and service to a number of regional committees. I thank him personally for his support and goodwill, and will miss him being an integral part of the Secretariat. **For noting.**
- The ATEM wiki is in operation, with all Council and Secretariat members having access. Regions are reminded that they should upload any documentation they have relating to their procedures at the local level. The wiki can also be used to store committee minutes and associated documentation until this functionality is available on the new ATEM website. **For information.**

5 Policy

- It has been suggested that ATEM needs to develop a formal policy on how delegates to international reciprocal conferences are chosen. **For consideration.**

6 Miscellaneous

- Council is invited to note that ATEM has been registered on the Australian government business registration website (<http://www.consultation.business.gov.au>). **For information.**
- A report on a potential partnership with CSBA (Customer Service Benchmarking Australia) will be made at the meeting (<http://www.csba.com.au>). **For discussion.**

Item 6.3 Financial Report – September 2009

Financial Performance for the nine months period ending 30th September 2009

I have attached the income statements for ATEM Council and each of the regions for the period from 1 January to 30 September 2009. *(Note from Secretariat: This Excel sheet was not in a format that I could copy across to the Agenda. It will be sent separately from the Agenda)*

As I have stated previously the financial report bears no relationship to the budgets presented for 2009 and consequently I will not be use it for financial analysis

At the end of September 2009 income recorded in Australian Dollars exceeded expenditure by approximately \$129,000, with the Aotearoa Region presently running with a deficit of approximately \$NZ 11,000.

All regions in Australian are currently showing a surplus but the Council is still in deficit by approximately \$13,500.

Income to 30 September amounted to approximately \$624,000 with further \$NZ 21,000 being received by the Aotearoa Region. Income from conferences (\$175,000) PD Activities (\$315,000) and members subscriptions (\$86,000) being the main contributors.

Expenditure totalled approximately \$495,000 with PD expenses (\$194,000), Executive Branch Admin Support (\$73,000) and Executive Support Professional Development (\$44,000) being the major costs. Further expenditures totalling approximately \$NZ 32,000 were incurred by the Aotearoa Region

In relation to Membership Subscriptions, all income received (\$85,966) has been included as part of ATEM Corporate. However the financial report highlights, for regional chairs, the amount received from each Region up until 30 September.

It should also be noted that as at 30 September corporate membership amounted to only \$11,400 The invoicing of Corporate Membership this year was processed in early September at the revised corporate membership rates. It is advised a significant amount of Corporate Subscriptions have been received during October.

Balance Sheet

Please also find attached the ATEM consolidated Balance Sheets as at 30 September 2009

We are still waiting for information so the Auditor can finalise his report before we can add in the balance sheets for SEQ / NR and Victoria. The addition of these two regions should enhance the accumulated funds of the Association

The combined Balance Sheet of ATEM Corporate, Bass and NWS/ACT set out in this report identifies that the current assets of the Association amount to approximately \$425,000 while the current liabilities amount to approximately \$70,300. The net assets of the association or members funds amount to approximately \$360,000. In addition Aotearoa's Balance Sheet identifies a further amount of approximately \$NZ13,000 in net assets.

Councillors should note that ATEM is currently holding funds on behalf of HOSA . These funds have not been included in the association's income statement for the period ending 30th September, and are shown as a current liability in the Corporate Balance Sheet. The net assets or accumulated funds of ATEM are exclusive of any funds belonging to HOSA.

Budgeting 2010

I sent out a budget paper and draft template to regional councils and treasurers in August. I managed to catch up with some regional chairs in Darwin to discuss their budgets but as at today I still have not received the proposed budgets for Tropic, Western and Bass.

I had hoped to complete the budget process by mid October so that I could distribute it to councillors for their review.

Time is getting short if I am to have a budget to present to the December Council meeting. I require those regions who have not responded to date, to have their budgets for 2010 to me by **Friday 13 November** at the latest.

I need to compile the budget by **mid November** in order to give sufficient time for some form of review before the Council meeting.

Auditing

I am still waiting for the audited reports of the 2008 financial statements. The delay in providing the audit report has become a matter of urgency and I have asked Peter to again see if we can get it sorted out

Peter has identified a new Auditor for 2010. We will seek his appointment before the end of the year

Should you have any questions about the financial report or supporting statements please don't hesitate to contact me

Rex Jones
Hon Treasurer

Item 6.4 Revision of Strategic Directions Plan

Background

ATEM's 2008 strategy document included four strategic 'categories':

- Building professionalism
- Growing careers
- Connecting people and groups
- Understanding the sector

The ATEM Professional Development Program is organized using these four categories and everything ATEM does should contribute directly to one of these strategic categories.

The strategic plan should also be structured within these four categories to advance the professionalism of tertiary education management.

The ATEM Council July 2009 recommendation was that a "working group consisting of the ATEM President, two Councillors, Executive Director and two Regional Chairs be established to draft the ATEM strategic plan for 2010-2015".

Progress to Date

The configuration of the committee has changed and the members are:

Linda McLain	VP
Heather Davis	Councillor
Maddy McMaster	Councillor
Maree Conway	Executive Director
Ken McClusky	Western Regional Chair

After a few email exchanges, the committee met (apologies from Heather Davis) via teleconference on 26 November with the following outcomes:

1. We agreed to keep a one pager that will be the "public version" and primary document for ATEM. We need to include a strong statement about the strategic direction of ATEM, eg. What do we do more of; what do we do less of (see attachment 1)
2. We recommend that the time line for the development of the Strategic Priorities is three years and not five as outlined in the Council minutes -- July 2009. This will be our "secondary document" which is really an Operational Plan for Council to be able to track progress.
4. We agreed to add a Strategic Priority dealing with financial security and consider taking the verbiage from the Risk Management Report, eg. Securing adequate and sufficiently diverse income streams (see attachment 2)
5. We will draft a Values Statement and clarify ATEM's underlying vision. We will refer to the Code of Conduct for this and we considered values such as Professionalism and Service Excellence.
6. Each of us will review the Strategic Priorities 2009-2011 and the

Risk Management Report and develop the following draft sections:

- * Growing Careers-Maddy
 - * Building Professionalism-Linda
 - * Connecting People and Groups-Maree
 - * Understanding the Sector-Maddy
 - * Securing adequate and sufficiently diverse income streams
7. Modify the Strategic Priorities template and email that, the teleconference outcomes and the Risk Mgmt. Report to Group members-Linda
 8. Final formatting with new logo-Heather
 9. Progress Report for 11 December Council meeting-Linda
 10. Meet at 5-5:30pm-Red Salt-Crown Plaza Hotel-Sydney - to assess progress and agree on next steps
 11. Reconvene virtually in mid January

Recommendation:

That Council note and agree with the direction of this work.

ATEM Strategy Overview
Revision 26 November 09

About ATEM

- Established in 1976 as a professional association to provide professional development for its members, and to raise the profile of tertiary education administration and management as a professional undertaking.
- Now has some individual and corporate 1300 members across Australia and New Zealand, and internationally.

Our Future

ATEM aims to lead the sector in advancing the professionalism of tertiary education management.

What We Do

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

Our Values

- Integrity – to underpin everything we do.
- Openness – to characterise our operations and communications.
- Life Long Learning – to build knowledge and adaptability.
- Innovative Thinking – to be agile and ready for change.
- Collaboration – to strengthen ATEM and our partners.

Our Stakeholders

Our key stakeholders are our members, tertiary education institutions, and the sector.

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 sectors in Australia and New Zealand, we are in a unique position to connect individuals 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 by 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

Initiative	Outcome	Measures	Timeline	Resources	Accountability
1 Growing Careers					
1.1 Establish mentoring program for developing and middle managers and invite expressions of interest from the sector in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.		Proposal for consideration at March 2009 Council meeting	Costing to be identified as part of proposal	PD Coordinator Councillors
1.2 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.		March 2009 Council meeting	Current Study Scholarship budget	Awards and Grants Committee
1.3 Scope and build a library of career development resources (clearinghouse approach)	A TEM is recognised in sector for quality of career development resources provided to the sector and for members.		Commence in 2008, established and operational by end 2009	Changes to website to be costed	PD Coordinator Councillors Regions
1.4 Investigate possibility of running joint study tours with CHEMP and the LH Martin Institute.	Increased awareness of the sector in an international context		Report to December 2008 Council meeting on feasibility for tours in 2009 and 2010	Costing to be identified if study tours go ahead.	PD Coordinator
1.5 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.		Set up small pilot group of institutions and members in 2009.	Costing for ongoing program to be identified during 2009	PD Coordinator Councillors Regions

Initiative	Outcome	Measures	Timeline	Resources	Accountability
2 Building Professionalism					
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		Agreed conference timelines with TEFMA	Conference Budget as agreed	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 Co2ncil, members and the sector, 2.5.2 building the role of Institutional Coordinators to ensure appropriate support and information is available to them, and 2.5.3 seek feedback from members and institutions on a regular basis.	ATEM's operations are efficient and professional, measured by feedback from members and institutions				Secretariat Councillors

Initiative	Outcome	Measures	Timeline	Resources	Accountability
3 Connecting People and Groups					
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 ning and facebook).	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

Initiative	Outcome	Measures	Timeline	Resources	Accountability
4 Understanding the Sector					
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.				PD Coordinator Councillors Regions
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
5 Securing adequate and sufficiently diverse income streams					
5.1					
5.2					

Item 6.4 Quarterly Report of the ATEM Foundation

ATEM Investments as at 3 December 2009 at the close

ATEM Inc's Securities

<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>
Units				
MBLHB	300	\$ 30,900.00	\$ 22,500.00	5.41%
Shares				
ANZ	1518	\$ 24,500.00	\$ 33,699.60	4.59%
Total Income				
Totals		\$ 55,400.00	\$ 56,199.60	

ATEM Foundation's Equities

<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>
Cash			\$ 14,118.61	
CSL	459	\$ 14,971.81	\$ 14,449.32	2.22%
LEI	580	\$ 5,076.67	\$ 21,721.00	3.07%
SGP	4330	\$ 28,600.95	\$ 16,843.70	8.74%
SUN	1207	\$ 22,138.40	\$ 11,080.26	4.36%
TCL	2450	\$ 17,380.80	\$ 13,475.00	4.18%
TOL	2043	\$ 14,995.62	\$ 16,711.74	3.06%
WES	628	\$ 19,012.50	\$ 18,400.40	3.75%
Totals		\$ 122,176.75	\$ 126,800.03	

Capital Growth	\$ 177,576.75	\$ 182,999.63	\$ 5,422.88	Dividend Growth	Total Growth
		Capital Growth	3.05%	18.05%	18.20%

Dividends ATEM

Date	Name	Amount
3-May-07	HLCHA	1493.44
31-May-07	LEIGA	\$ 962.56
3-Aug-07	HLCHA	\$ 1,576.58
15-Oct-07	MLBHB	\$ 608.08
15-Oct-07	ANZPA	\$ 467.75
5-Nov-07	HLCHA	\$ 823.84
6-Dec-07	LEIGA	\$ 1,369.45
17-Dec-07	ANZPA	\$ 486.61

Foundation

Date	Name	Amount	Total for Year
		\$ 791.14	
16-Mar-07	SUN	\$ 506.25	
30-Mar-07	LEI	\$ 794.05	
31-Aug-07	SGP	\$ 651.16	
28-Sep-07	LEI	\$ 948.36	
1-Oct-07	SUN	\$ 782.00	
29-Nov-07	WES		

Item 6.5 Report of the Foundation Review Committee

Minutes of a Teleconference held at 4.30pm (AEST) Monday 30 November 2009

Present: Tony Heywood (Chair), Richard Easter, Peter Scardoni, Neil Voyce, Giles Pickford
Apologies were received from Rex Jones

1. Introduction

1.1 Recap of the purpose of the Foundation and how is it intended to achieve this purpose

The Committee agreed that the purpose of the Foundation was to support ATEM in the achievement of its objects. To do this it has been authorised by ATEM to:

- Manage the endowment funds donated to it by ATEM and others in perpetuity
- Advise ATEM on managing its funds which are surplus to its immediate requirements
- Conduct fundraising activities
- Recruit assistance from business and industry

The Committee noted that it had been asked to report its findings to the March meeting of Council on Friday 19 March 2010.

2. Governance Issues

2.1 Consideration of updates to the Foundation Constitution

The Committee considered a paper prepared by Tony Heywood. It was agreed that the Constitution needed a major overhaul consisting of:

- A review of the objects
- A review of the winding-up clause to facilitate deductible gift recipient (DRG) status
- A review of the membership clauses
- Removal of the age limit for Directors
- Preparation of a paper for a special general meeting of the member (The ATEM Council) to change the revised constitution

It was agreed that Tony Heywood and Richard Easter should draft this paper.

2.2 Reporting Requirements (ASIC)

Peter Scardoni was requested to prepare a brief summary of the various reports required by ASIC and the monitoring of compliance which he carries out for the Foundation.

2.3 ATEM NZ Foundation

The Committee discussed the structure of the Foundation set up as a Charitable Trust by ATEM Aotearoa's predecessor. It was agreed that because of the cost of re-registering the Trust with the new Charities Commission, the sub-committee would recommend that the NZ Trust should remain dormant until such time as a major donor was found. Neil Voyce would summarise the steps required to become compliant if the Trust was to be activated.

3 Sources of Financial Advice

3.1 Current sources of advice

Giles Pickford provided a report on current sources of advice. These are:

- Regular reports from Godfrey Pembroke Financial Advisers (an NAB company). These reports cover all asset classes in Australia and overseas. They are extremely detailed. Giles monitors these reports and used to report weekly on matters of concern to the Foundation. At the request of the Chair he now reports monthly. The Asset classes in which ATEM has invested are:
 1. Australian Equity – International biotechnology: CSL
 2. Australian Equity – International construction and development: Leighton
 3. Australian Equity – Australian listed property trust: Stockland
 4. Australian Equity – Australian banking and insurance: Suncorp Metway
 5. Australian Equity – International toll roads: Transurban
 6. Australian Equity – International logistics: Toll
 7. Australian Equity – Australian diversified conglomerate: Wesfarmers

Conscious of the recommendations of Godfrey Pembroke that investors should include international equities in their portfolios the Foundation has placed high-rated Hunter Hall Global Value and Hunter Hall International on its watch list.

It is also watching BHP, Australian Stock Exchange, Macquarie Airports, Transfield Infrastructure Fund and Westfield.

- The Services of Morgan Stanley Smith Barney and Citigroup. Giles has access to the information rich web sites of these two international stock brokers. These are passive sources of advice, whereas Godfrey Pembroke is actively advising.

3.2 Alternative sources of advice

Richard Easter was asked to look at alternative sources of advice and report to the next meeting.

3.3 Cost comparisons of advice sources

The Committee noted that the current sources of advice are provided to ATEM free of charge as the advice is paid for by Giles Pickford.

The Committee discussed whether or not the Foundation would pass a test of fiduciary responsibility in terms of meeting Directors' duties under its current arrangements. Giles Pickford was of the view that it would because the advice he passes on is from impeccable sources. However, he agreed that he was not a licenced investment adviser. The matter was deferred for further investigation and discussion at the next meeting. The sub-committee is likely to provide advice to the Foundation Board in terms of a risk management approach regarding the different options for the Board to make a decision upon.

4 ATEM Foundation Investment Policies

It was noted that the Foundation may employ a mix of investment strategies rather than adopting only one approach. The Committee allocated the following cases to the people indicated, for report to the next meeting:

4.1 The case for managed funds

Tony Heywood.

4.2 The case against managed funds

Giles Pickford and Peter Scardoni

4.3 The case for fixed interest

Giles Pickford

4.4 The case against fixed interest

It was agreed that this one could be dropped

4.5 The case for direct ownership of equities

Giles Pickford

4.6 The case against direct ownership of equities

It was agreed that this one could be dropped

5 ATEM Inc Options for Surplus Funds

The Committee discussed the following methods of assisting ATEM with the investment of its funds which are surplus to requirement.

5.1 *Give funds to the Foundation.* These funds would move from ATEM's balance sheet to the Foundation's and would never return. They would be added to the Foundation's asset base (essentially an endowment fund). The return to ATEM will be as part of the Foundation's support according to its usual practices (e.g. future funding for prizes/awards etc).

The Committee noted that the Foundation had not yet made a donation to ATEM as it had been concentrating on building up the corpus of the endowment. It was agreed that ATEM needed to give the Foundation some direction on the timing and the amount of funds it might need in the future.

5.2 *Participate in joint investing activities with the Foundation* (i.e. long term investment). The funds remain on ATEM's balance sheet and could be turned into cash if required, but essentially not intended for on-call access.

In this category ATEM currently has investments in Macquarie Bank Floating Rate Interest Securities, and shares in the ANZ Bank. It is currently contemplating taking up the new ANZ Bank convertible preference shares (CPS2) with ATEM money currently in the bank.

5.3 *Place funds in a term deposit,* to earn interest but with the negative of being locked away from access until the term matures.

5.4 *Place funds in a high interest but at call bank account* (like an online business saver account). These could then be accessed at any point they are required, but would generate more interest than a normal bank account.

Peter Scardoni reported that he and Rex Jones had opened up an interest maximiser account with the Commonwealth Bank in which some of the ATEM surpluses would be placed.

It was noted that all of these strategies may be employed dependent upon the total surplus funds involved. Rex Jones would be asked to provide to the next meeting suggestions relating to dollar

amounts that could be linked to these different approaches. These would form recommendations to the ATEM Council in the final report.

6. Deductible Gift Recipient Status

The Committee discussed the possibility of the Foundation being granted DGR status and decided that it was debatable. Tony Heywood agreed to consult with Robert Kelley of the WA Centre for Philanthropy who would give a free opinion on the chances of submitting a successful application.

7. Next Meeting

It was agreed to arrange the next teleconference for a time in the week beginning 14 December 2009.

GP 1/12/09

Item 6.6.1 2010 TEMC Report

The Committee has been having regular (monthly) meetings since March this year, and very good progress has been made in the organisation of the 2010 conference with many aspects already locked in and keynote speakers secured.

Conference Program and Speakers:

The committee have confirmed the following keynote speakers, Professor Glyn Davies, University Of Melbourne (subject to an overseas trip confirming), Tim Costello, CEO World Vision, Associate Professor Linda Brown, Swinburne and Tom O'Toole, successful businessman and speaker. Approaches have also been made to Julia Gillard and Nobel Laureate Peter Doherty with availability and confirmations expected in the New Year. The committee have put aside a reserve list if these speakers are not available.

It has been decided that we will only offer, 45 minute presentation slots in the call for abstracts, due out early next year. As presenters and delegates felt 30 minutes was too short and there was only 3 papers presented in the 60minute slots at the 2009 Conference.

A sub-committee is being formed to assist and educate presenters and encourage participation in the program. The first meeting of this committee will take place in December and it is hoped this will encourage more quality papers in the program.

Registration:

The 2010 committee were keen to open registration early to encourage delegates to use leftover funds from 2009 budgets. Registration open on the 4 November and we currently have 50+ registrations. This registration was a "bare bones" registration, with no tours and only 3 accommodation options available. The full registration package will be emailed out to delegates in January.

Accommodation:

The main conference hotel will be the Crown Promenade. Crown have also secured rooms for the conference at its two other properties, Crown Towers and the yet to be opened Crown Metropol. Other accommodation options are being sort currently within less than 10 minutes walk to the venue. These will include a budget option (3 star) and apartment options. All accommodation will be secured by 21 December 2009.

Social Functions:

All social functions are progressing well and have been secured. The Welcome Reception will be held at the Crown Promenade who has agreed to sponsor the event for up to 50% of the food and beverage. The committee are currently deciding on a theme and entertainment for the evening.

The Conference Dinner will be held at the Atlantic Peninsula at Docklands with the theme "Unibelly; It's a Jungle Out There" This theme promises to make the night an interesting one. Entertainment options are still being considered.

Website:

Management of the conference website www.temc.org.au has been handed over to Evolution7 who are designing a new website. This is scheduled to be ready for

launch in January 2010. There will be a new look and feel to the website in line with the conference theme.

Sponsorship and Exhibition:

Sponsorship and Exhibition sales are going extremely well with a total of \$243,000 secured to date.

All major sponsorships have been taken up and we are currently working on selling the remaining 16 or so trade exhibition booths. It is hoped we will reach a sponsorship target of \$300,000.

A full list of sponsors and exhibitors follows and their contribution.

Major Sponsor	Fuji Xerox	\$	40,000.00
Host of Conference Dinner	Woods Bagot	\$	25,000.00
Welcome Reception	CLV	\$	30,000.00
Satchel Sponsor	Architectus	\$	20,000.00
Coffee Lounge Sponsor	Coffee Projects	\$	15,000.00
TEFMA Breakfast	Matrix	\$	12,000.00
Delegate Name Badges	Geutebruck Pacific	\$	8,000.00
Keynote Speaker	PMA	\$	4,000.00
Keynote Speaker	Callista	\$	4,000.00
Keynote Speaker	Coffey Projects	\$	3,000.00
Trade Exhibitor	Routledge	\$	4,000.00
Trade Exhibitor	DataCard	\$	4,000.00
Trade Exhibitor	Cbord	\$	4,000.00
Trade Exhibitor	ICAD	\$	3,750.00
Trade Exhibitor	Pacom Systems	\$	4,000.00
Trade Exhibitor	Reliable Controls	\$	4,000.00
Trade Exhibitor	BEIMS	\$	4,000.00
Trade Exhibitor	Ecobright Energy	\$	4,000.00
Trade Exhibitor	SSS	\$	4,000.00
Trade Exhibitor	Ontera	\$	8,000.00
Trade Exhibitor	CYON	\$	4,000.00
Trade Exhibitor	Automated Logic	\$	4,000.00

Trade Exhibitor	Alerton	\$	4,000.00
Trade Exhibitor	AMX	\$	4,000.00
Trade Exhibitor	Penny Farthings	\$	4,000.00
Trade Exhibitor	Dalkia	\$	4,000.00

Item 6.6.2 2011 TEMC Report

The organising committee for the 2011 TEM Conference is currently being finalised, with our first official meeting scheduled for Wednesday 20 January 2010. At this time the theme of the conference will be confirmed.

Conference Venue:

The Gold Coast Convention and Exhibition Centre will play host to the event, a site inspection of the venue was conducted on October 26 by Andrew Frowd, Bruce McCallum and Renee Brown (Leishman Associates). The contract for the venue is currently being reviewed and negotiated with Leishman Associates and will be passed on to the Presidents from ATEM and TEFMA for signing within the next week or so. A deposit of \$10,000 is due at this time and will be covered 50/50 by ATEM and TEFMA. No further deposits will be required until late 2010.

Accommodation:

Site inspections of surrounding hotels were conducted by Leishman Associates and are currently beginning to secure block bookings and negotiate rates. The main conference hotel will be Conrad Jupiter's as this is linked to the GCCEC via a walkway.

Social Functions:

Site inspections have been conducted of various venues for all elements of the social program including the Welcome Reception, TEFMA Dinner and Conference Dinner. Decisions on venues will be made at the January meeting and details and themes released at a later date.

Website:

Evolution 7 will provide the website service for the conference; work with Evolution 7 will commence early 2011 on designing the site.

Sponsorship and Exhibition:

It is planned to have a sponsorship document ready for the 2010 conference to commence signing and selling. The GCCEC has a trade hall suitable for 40 trade booths with an area for a coffee lounge, and internet café.

Item 6.6.3 2012 TEMC Report

I have done a site inspection of Alice and there are some tentative dates on hold late October, however we are looking at other dates for September as well. Alice may pose a problem in terms of breakout space and trade exhibition, unless any changes are planned for the venue we would only be able to have approximately 20 booths, maximum of 600 delegates and 3 breakout rooms. There is an option to also use a venue 5 minutes walk away as a breakout venue and this has been done successfully in the past I am told, we would need to allow sufficient time to move between venues.

There are three hotels within easy walking distance to the Convention Centre, however we would need to offer other hotels as well and we would need a shuttle service to and from the venue for these.

In terms of social program, the Telegraph Station would be ideal for a Welcome Reception and Oraminina, which is a remote cattle station with an old film set would be perfect for the Dinner.

I intend to talk to the board and Council and Judy more about the venue as a decision will need to be made. I would just like to confirm details on space first at the Convention Centre

Renee Brown
Leishman and Associates

Item 6.1 Leadership Framework

ATEM

Leading Professionals Project

Darwin Meeting 14th September 2009

Present

Maree Conway (maree.conway@gmail.com)

Stephen Weller (Stephen.weller@vu.edu.au)

Sharon Bell (s.bell@unimelb.edu.au)

Geoff Scott (g.scott@uws.edu.au)

Aim

Replication of the *Learning Leaders* Study with professional staff in tertiary education institutions (the original survey can be found as an Appendix to the *Learning Leaders in Times of Change* Study – google the title for a download)

Demographic data

Your role title (drop down menu) –
DVC/PVC/Vice-Principal/Director/Manager/ etc
(MC & SW to produce final list)

Your University type (drop down menu) –
G08; IRU; Regional; ATN; Unaligned
(MC & SW to produce final list)

Area of operations for which your area is responsible (drop down menu) –
HR/CWF/Library/Finance/Professional Development/School or College management/student support/student administration/I.T./ etc
(MC & SW to produce final list)

Your highest qualification (drop down menu) –
HSC; Certificate; A/Diploma; Diploma; Bachelors Degree; Masters Degree; Doctorate; other (specify)
(MC & SW to produce final list)

To what extent did your tertiary institution help you to achieve this highest qualification?

(five point Lickert Scale – 1 – not at all to 3 – somewhat to 5 – very much)
(MC & SW to produce final list)

Has this qualification assisted you in your career in higher education
(five point Lickert Scale – 1 – not at all to 3 – somewhat to 5 – very much)
(MC & SW to produce final list)

Revised Skills and knowledge scale

How important do you believe each of the following skills and knowledge is for effective performance in your current role?

(five point Lickert Scale – 1 – low to 5 – high)

1. Having a high level of up-to-date knowledge about my area of responsibility
2. Understanding how to track and improve my area of operations
3. Understanding how to successfully implement necessary change
4. Understanding how tertiary institutions like mine operate
5. Being on top of key external developments that affect my area of operations
6. Being able to successfully manage a budget
7. Understanding the role of risk management & litigation in my work
8. Understanding IR issues and processes as they relate to tertiary education
9. Being able to use IT effectively to communicate & perform key work functions
10. Understanding how best to manage my own ongoing professional learning and development
11. Understanding how best to engage my staff in necessary change and help them learn how to make it work
12. An ability to organise & manage team meetings to ensure that they deliver projects on time and to specification
13. Being able to make effective presentations to groups
14. Being able to organise my work and manage time effectively
15. Having sound management and administrative skills
16. Other (please specify):

Potential Open-ended question

In the light of thinking about the issues covered in this survey what is the top priority for you now in your development as a tertiary education professional?

Sample

It is especially important to identify people in each of the target groups for the survey who are both experienced and are perceived to be effective. How this might be achieved requires further thought. If our sample does not consist of such a group it becomes hard to use the ‘fellow traveller further down the path who is doing well in a role like mine’ strategy for using the findings to assist professional development.

Funding

We would need about \$50K to fund not only the running and processing of the survey but the workshops that need to be held on the results in order to test their veracity and implications for action by ATEM. One possibility is that senior contacts in each university agree to both identify the sample of experienced professionals and contribute about \$2K towards the project. Alternatively commercial sponsorship might be possible

Online Leadership Learning System

It is possible to link the outcomes of the above phase to the OLLS initiative which is currently underway for academic leaders in Australia’s Universities and the parallel work in VET.

Geoff Scott
15th September, 2009