

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

**Council Minutes**

Minutes of a meeting of the ATEM Council held on Friday 11 December 2009 in the Crowne Plaza Hotel, Darling Harbour, Sydney.

**PRESENT**

Stephen Weller	President
Linda McLain	Vice-President
Tony Heywood	Vice-President
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**

An apology was received from Toni Hodge, Association Secretary

The President welcomed Councillor Maddy McMaster to her first meeting. He also announced that this would be RC Ali Hughes's last meeting and that the Chair of Aotearoa would be Kate Rawlings of Canterbury University from January 2010. He thanked Ali for her work for Aotearoa and the ATEM Council over many years.

**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 13 September 2009 in the Darwin Convention Centre were confirmed subject to a change to the Action Item recorded for item 5.3, on the paragraph covering the NSW/ACT performance reporting system. The Action Item was tagged "**MC, GP, PS**". Maree Conway indicated that her report at the meeting recommended that it should be a member of Council rather than members of the Secretariat who led this project. It was agreed that Toni Hodge should be substituted as the action officer on this item.

The Flying Minute sent out on Tuesday 29 September 2009 was noted.

**4. Business Arising from the Minutes**

#### **4.1 ATEM Action Sheet**

The ATEM Action Sheet was discussed and updated.

#### **4.2 Casual Vacancy ATEM Council**

Council noted that the Secretariat had 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 Councillor Maddy McMaster was declared elected on 28 October.

#### **4.3 Report from Susan Hudson on Benchmarking Project**

Council had a long discussion about the project on changing the terminology from a hotch-potch of terms such as general staff, non-academic staff, etc, to professional staff.

It was agreed that the project was central to ATEM's objectives as a leader in the profession and that it needed to be fostered and closely monitored. It was agreed that essentially it is a benchmarking project, rather than a research project. It was also agreed that Susan Hudson as project leader should report to each quarterly meeting of Council on progress against criteria to be set by the President, and produce the first draft of the report. Council agreed that the final draft of the report would be prepared under the guidance of the Council and would be subject to Council approval before being sent out to AHEIA, Universities Australia, the New Zealand Vice-Chancellors' Committee the Australian Department of Education Employment and Work Place Relations and the New Zealand Ministry of Education.

It was also agreed that a formal debate or hypothetical could be run as part of the 2010 TEMC.

Linda McLain as Chair, Awards and Grants Committee, would provide feedback to Susan in relation to the discussions and expectations of Council, including the criteria set by the President.

It was finally resolved unanimously that ATEM formally adopts the term "Professional Staff " as the sole descriptor of its membership.

### **5. Future Directions**

#### **5.1 Future ATEM Identity**

This session was facilitated by Michael Alday, Vicki Flowers and Andy Rycroft of Fuji Xerox (FX), the Platinum Sponsor of the 2011 TEM Conference. The FX representatives took the meeting through a web-based system called "Campaign Connect" which it had developed to raise a client's profile and enhance its brand in the sector.

The system was very impressive and Council agreed that it should take the next step which would involve a 3-hour Proof of Concept (POC) meeting between FX and ATEM. Council resolved that the ATEM representatives at the POC session would be chaired by Jo Miller (Tropical) and include Joanne Austin (Bass Region Chair), Kate Rawlings (Aotearoa Chair), Murray Wackett (ATEM Secretariat Western Region), Jo Schneider (ATEM Secretariat Central Region), and Maree Conway (Executive Director).

#### **5.2 Future TEMC Conference**

VP Tony Heywood facilitated a session on the future of TEMC. The background to the discussion was Minute Item 7.2 of the previous meeting which listed all the matters to be reviewed by the TEMC

Joint Steering Committee: which consists of Tony Heywood and Maree Conway ATEM and Matt Smith and Andrew Frowd of TEFMA.

Council reviewed the updated contract between ATEM/TEFMA and Leishman and Associates and provided feedback on a number of areas where the contract could be strengthened including the key performance indicators and the clarification of responsibilities between the Conference Organisers and the Conference Hosts.

Council discussed the coordination, management and structure of the TEMC, including:

- The need for an alternative to the "lecture" format by including more open discussion sessions which could even become a stream in the Conference
- The need to train presenters and
- The management of participants' expectations and the reputational risk for ATEM of a failed Conference.

It was agreed that the Joint Steering Committee should meet early in 2010 and report to the March meeting of Council and the April meeting of TEFMA.

### **5.3 The New ATEM Web Site**

Maree Conway facilitated a session on the revision of the entire ATEM web site in 2010. Council considered a set of questions that included:

- What worked well with the website?
- What could be enhanced with the website?
- What functionality was missing from the website?
- What examples of other websites were exemplars?

#### **1 Who is the Website For?**

- Members or the 'whole world'?
- Clearer purpose is needed (eg. prospective members, existing members, Council etc). Stakeholders in our strategy document.

#### **2 What works well now?**

- Not much
- CMS functionality
- Job vacancies (usage going down, need to promote better)
- Tag line
- Search function (the only way people find anything)

#### **3 What doesn't work now?**

- Navigation – technical issues and misplaced content
- 'Contact' visibility
- Static site - needs more interactivity to show what we are doing (e.g. photos of events, award winners etc)
- Not being used to promote ATEM
- Separation of education, events, and conferences is confusing
- Shortcomings have generated multiple other sites to cater to needs
- Weekend Update - static
- Can't find Institutional Coordinators - needs to be more up front

#### **5 What can we improve?**

- Better articulation of role responsibilities - along with photos
- Better visibility for corporate members (links to institutional websites)

- Better reporting of finances for members - this is how your membership fee is being used
- Tagline - for segments?

## **6 What added functionality?**

- Newsletter needs to be html based and needs registration for general contact lists
- Using website to help communicate Council decisions to members (key decisions)
- Twitter/Facebook feeds (Tweetdeck)
- Facilitated forums
- Special interest groups home (eg policy network), with offline activities (communities of practice)
- Design of website for members and potential members (not flat, static page)
- Celebrating achievements of members
- Navigating according to strategic categories

## **7 What functionality from other sites would be good?**

- University World News

Council resolved to ask Evolution7 to prepare a concept proposal for the redevelopment of the website which would be circulated to Council for endorsement and consideration as part of the approved 2010 Budget.

## **6. Reports**

### **6.1 Quarterly Report of the President**

Council discussed the President's report. Council endorsed the proposed renewal of the contract with Maree Conway for the period January 2010 to January 2012 on the basis of her commitment to work two days a week for ATEM. Council endorsed a recommendation to initiate recruitment for a part-time Administrative Officer to provide support for the enhanced website and the online professional development reporting to the Executive Director.

The President's report was accepted.

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

Council discussed Maree Conway's report.

1. It was noted that the 2010 program was currently being finalised, and would be available in mid-January 2010.
2. It was agreed that the 2011 Professional Development Planning meeting would be held in conjunction with the June 2010 Council meeting.
3. It was agreed that the priority under collateral was the new ATEM Membership Brochure and Promotional Banners.
4. It was agreed that Maree Conway and RC John Swinton should discuss the appointment of a Regional member of the ATEM Secretariat in SEQ/NR
5. It was agreed that the ATEM Secretariat should move to populate the Wiki which has been set up to store all our policy documents and is accessible only to Council and the Secretariat.
6. The Minutes of Council and all regional committees can now be stored on the ATEM web site and thus be accessible to all members. Not all Regions have yet uploaded their Minutes and were encouraged to do so.
7. It was agreed that Council needed to define selection criteria for its members applying to be the ATEM Delegate at international reciprocal conferences. This matter was referred to VP Linda McLain and the Awards and Grants Committee.

8. It was agreed that the Executive Director continue to continue discussions with Customer Service Benchmarking Australia about a possible partnership, and that she report to the March meeting of Council.

Council noted the following item from the Executive Director:

John Chapman AM, OAM, ASM, 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.

Council enthusiastically endorsed this statement, and recorded its own thanks to John.

The Report of the Executive Director was accepted.

### **6.3 Quarterly Report of the Treasurer**

Council discussed Rex Jones's report. In considering the 2010 Budget Council noted the advice from the Treasurer that the September Forecast for 2010 indicated an expected operating surplus of approximately \$100,000. It was agreed that

1. The various Regional Scholarships to attend the TEMC should be looked at by the Awards and Grants Committee with the aim of achieving consistency.
2. That \$40,000 be budgeted for the branding and marketing program.
3. That \$100,000 be budgeted for the redevelopment of the ATEM website.
4. That the last remaining Region which is not yet using Quickbooks should move its accounts onto Quickbooks before the end of the year.
5. That the creation of the on-line interest maximiser saver account for funds not needed for immediate use was approved as it would increase ATEM's income with a higher rate of interest.
6. All Regions are requested to move into the account any funds they hold which are over \$20,000 before the end of the year.

The Treasurer's Report, including the 2009 Accounts and the 2010 Budget was accepted. The final 2010 Budget would be circulated to Council for subsequent endorsement.

### **6.4 Revision of Strategic Directions Plan**

Council noted that a working party led by VP Linda McLain is developing the next three year ATEM Strategic Plan which is based on reviewing the present draft Strategic Plan and the Strategic Directions Statement. The one page Strategic Directions Statement had been updated to include values, and that the strategic plan would be further updated for discussion at the March 2010 meeting. After some discussion, it was agreed that the 'About ATEM' should be deleted from the Statement, and the 'Our Future' section should be reviewed to make it clearer.

### **6.5 Quarterly Report of the ATEM Foundation**

Council discussed the Quarterly Report on investments as at Thursday 3 December 2009. It noted that the capital growth of investments is 3.05% and the five-year return including capital growth and dividends is 18.2%. It was agreed that given the very bad investment climate of the past two years this was an entirely satisfactory result.

Council agreed to request the Foundation to contribute \$10,000 to the budget in 2011 to support the allocation of Awards and Grants.

### **6.6 Review of the ATEM Foundation**

Council considered VP Tony Heywood's interim report of the review of the ATEM Foundation. The final report is not due until the March meeting.

The interim report was noted.

### **6.7 TEM Conference Reports**

#### **6.7.1 TEMC 2010 Report - Melbourne**

Council considered a Report and agreed to endorse it. It was also agreed to suggest a dedicated "alternative stream" which could consist of sessions with a much more open style of audience participation, as advocated by Maree Conway.

RC Joanne Austin agreed to take this concept to the Conference Organising Committee for consideration.

#### **6.7.2 TEMC 2011 Report - Brisbane**

Council considered a Report and agreed to endorse it. It noted that Bruce McCallum of the SEQNR Region would be Chairing this Conference Organising Committee.

#### **6.7.3 TEMC 2012 Report – Alice Springs**

Council considered a report and agreed to endorse it. RC Judy Szekeres outlined a number of potential difficulties with Alice Springs including the lack of breakout rooms and the lack of exhibition space.

It was finally agreed that the Conference should be held in September rather than October, and that RC Judy Szekeres should discuss the matter further with Dominic Marafioti, the TEFMA representative who will be President of TEFMA by 2012. Council agreed that it had a preference to continue with the idea of Alice Springs but that TEFMA's view was important.

#### **6.7.4 International & Other Conference Reports**

Council noted the current list of overseas and local conferences for 2010 below, and noted that the expression of interest in ACHEA is still open.

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
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)	

It was agreed that ATEM needed to actively seek delegates from its affiliate associations to attend TEMC, and develop a program specifically for them. The TEM Conference Steering Committee should consider this issue when it first meets.

It was also agreed that the Secretary should prepare a paper on the strategic value of existing affiliate partnerships and the potential for new affiliations, for consideration at the March 2010 meeting.

## **7. Other Business**

### **7.1 Leadership Framework**

Council endorsed a report from VP Linda McLain on a proposed Leadership Framework to be developed in conjunction with Professor Geoff Scott, noting that it was a work in progress. It was also noted that VP Linda McLain would make a further report to the March 2010 meeting.

### **7.2 Governance Survey**

Council noted the results of the Governance Survey which were tabled on the day. The President made some general comments on the areas of strength and development that the results provided to Council and thanked members for their time in completing the survey. An analysis of the results will be presented to the March meeting with a paper prepared by VP Tony Heywood, VP Linda McLain and ED Maree Conway. Council members were asked to provide their priority areas for development based on the result to VP Tony Heywood by the end of February 2010.

## **8. Next Meeting**

The agreed meeting schedule for 2010 is below.

Date	Meeting	Time	Place
19 March 2010	Council	9.30 am to 3.30 pm	Auckland
30 April 2010	ATEM AGM	All Day and night	Cyberspace
25 June 2010	Council	9.30 am to 3.30 pm	Brisbane
3 October 2010	Council	9.30 am to 3.30 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
10 December 2010	Council	9.30 am to 3.30 pm	Sydney