

**Council Agenda**

There will be a meeting of the ATEM Council held on Sunday 13 September 2009 from 9.30 am to 3.30 pm in Meeting Room 1 at the Darwin Convention Centre.

**DELEGATES**

Stephen Weller	President
Linda McLain	Vice-President
Vacant	Vice-President
Rex Jones	Association Treasurer
Toni Hodge	Association Secretary
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	Deputy 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**

Richard Easther	Chair of the ATEM Foundation (For item 8.3)
Maree Conway	Executive Director, ATEM Secretariat
Neil Voyce	Acting Assistant Secretary, ATEM Secretariat
Peter Scardoni	Assistant Treasurer, ATEM Secretariat

**1. Welcome and Apologies**

The President will welcome Susan Hudson who is standing in for Jenny Till, as Regional Chair NSW/ACT.

Apologies have been received from VP Linda McLain; Jenny Till, RC NSW/ACT; and Giles Pickford who is attending the TEFMA Board.

**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 Wednesday 24 July in the L H Martin Institute, Melbourne are attached. [Pages 5-15](#)

#### **4. Business Arising from the Minutes**

##### **\*4.1 The ATEM Action Sheet**

The Action Sheet at the time of writing is attached. A final version will be tabled at the meeting For discussion **Pages 16-18**

#### **5 Reports**

##### **\*5.1 President's Report**

The President's Report is attached. **Pages 19-20**

##### **5.1.1 Vice-President**

Casual vacancy

##### **\*5.2 Budget and Financial Management**

The Treasurer's Report and the Quarterly Financial Statements to 30 August are attached. **Pages 21-22**

##### **\*5.3 Report from the Executive Director**

Maree Conway's Report is attached. **Pages 23-25**

##### **\*5.4 Corporate Membership Report**

Tony Heywood's report on the Corporate Membership model and fee structure is attached. **Pages 26-27**

##### **\*5.5 Institutional Coordinators**

VP Linda McLain, Heather Davis, and Tony Heywood will report on the implementation of the recommendations adopted at the July Council meeting. The Policy Document is now up on the web at this address: [http://www.atem.org.au/about\\_policy.cfm](http://www.atem.org.au/about_policy.cfm)

##### **\*5.6 Branding and Marketing**

The new ATEM Logo will be tabled. For adoption

##### **5.7 Awards and Grants Committee Report**

The Minutes of the Awards and Grants Committee are attached. For noting **Pages 28-29**

## **5.8 Risk Management Group Report**

Council has resolved to monitor identified risks at the July meeting each year. For noting

## **5.9 Professional Staff Leadership Framework**

VP Linda McLain will report on the proposal to develop a professional staff leadership framework in ATEM.

## **5.10 Report from AUQF**

Kay Hemsall is ATEM's representative on the Australian University Quality Forum. Her report is attached. [Pages 30](#)

## **6. International and Local Affiliations**

The following delegates to Conferences have been selected for 2010

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC 2009</b>
ACCRAO 21-24 April 2010 New Orleans	Ken McCluskey (Western)	
AAUA 5-7 November 2009 Arlington Virginia	Linda McLain (Aotearoa)	
AUA 29-31 March 2010 Warwick	Stephen Weller (Bass)	
ACHEA July 2010 (No details yet)	Expressions of interest will be called from the Regions.	
AFR Conference June 2010	Judy Szekeres (Central)	
UA Conference 3-5 March 2010	Stephen Weller (Bass)	

## **7. Conferences**

### **7.1 TEMC Conferences**

#### **\*7.1.1 2009 TEM Conference**

A report from Jo Miller is attached. [Page 31](#)

#### **\*7.1.2 2010 TEM Conference**

A report from Joanne Austin is attached. [Page 32](#)

#### **7.1.3 2011 TEM Conference**

A report from John Swinton is attached. For noting [Page 33](#)

#### **\*7.1.4 Review of the TEMC**

The President will report.

#### **7.1.5 Future Conferences**

Council is invited to note the following schedule of future conferences:

**Darwin** 12-16 September 2009, **Melbourne** 3-6 October 2010, **Gold Coast** 14-17 August 2011, **Alice Springs** 2012, **Hobart** 2013, **Perth** 2014, **NSW/ACT** 2015

### **8. Other Business**

#### **\*8.1 Funding for Research and Travel to Support the case for "The Professional Staff"**

A proposal from Susan Hudson is attached. It has the support of the ATEM Awards and Grants Committee. [Pages 34-36](#)

#### **\*8.2 Student Services Conference**

Maree Conway and Susan Hudson will report on this Conference which will be held on 21-23 April 2010 in Sydney.

#### **\*8.3 The ATEM Foundation**

Richard Easter, Chair of the ATEM Foundation Board, will attend the meeting to discuss the ideas raised at the July AGM of the ATEM Foundation Pty Ltd in Melbourne. (See attached Minutes, pages 14-15)

### **\*9. Next Meetings in 2009-2010**

The following meetings for 2009 and 2010 are recommended. \* TEFMA is meeting at the TEMC Conference venue in Melbourne, December 2009. It is recommended that the ATEM December meeting be moved to Melbourne and be held the day before the TEFMA meeting, with a joint dinner to be held at the TEMC venue in between the two meetings.

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		

GP 6/9/09

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

**Council Minutes**

Minutes of a meeting of the ATEM Council held on Friday 24 July 2009 from 10.30 am to 3.30 pm in the L H Martin Institute, Level 1, 715 Swanston Street, at the University of Melbourne

**PRESENT**

Stephen Weller	President
Linda McLain	Vice-President
Chris Pepper	Vice-President
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
Peter Maywald	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
Peter Scardoni	Assistant Treasurer, ATEM Secretariat

**1. Welcome and Apologies**

The President welcomed Tony Heywood to his first meeting as ATEM Councillor and Peter Maywald who was standing in for Jenny Till, as Regional Chair NSW/ACT.

Apologies were received from Toni Hodge Association Secretary and Jenny Till RC NSW/ACT

**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 are attached. For Confirmation Pages

**4. Business Arising from the Minutes**

4.1 The ATEM Action Sheet

The Action Sheet is attached. For discussion Pages

## **5 Reports**

### **5.1 President's Report**

The President's Report was presented. Council noted the following items

- Professional Development, where it was stated that "We are on the cusp of the PD revolution that we have been planning. Once we finalise these activities we can move beyond the mechanics ... and begin to creatively consider the nature of relevant and engaging PD programs such as the 'Leading Thinkers Seminars'."
- Membership Issues
- Branding and Marketing, and
- The Secretariat and Region Support

Council noted the productive relationship with the L H Martin Institute in which each organisation was focussing on their differing goals, but where there was overlap in these goals cooperative co-branding arrangements were in place.

At this point VP Chris Pepper announced that he would be resigning from the close of business. Chris has been developing a franchise in which he owns three fitness centres and the work commitments were now such that these businesses needed all his attention. Chris expressed his thanks to Tom Gregg, the previous President and to all present for the assistance given over his time as Vice-President. He stated that he would seek membership of the ATEM Ghosts. Stephen Weller commended Chris for his contribution to ATEM over the years and wished him well in his new endeavours. He then asked Councillors to contact him about ideas for a member of ATEM who could be invited to act as Vice-President until the AGM in April 2010.

### **5.2 Budget and Financial Management**

The President opened this topic by pointing out that he had decided to bring the FMAC function back into the full Council.

The Treasurer then presented his report which included the Financial Report and Budget sent out with the papers and an Income Statement, Balance Sheet and Regional Budget Template which were tabled.

Council resolved as follows:

- That the financial report to the 30 June be noted. It was agreed that all future financial reports presented to Council meetings, should be based on the accounts as at the end of the month prior to the meeting.
- That it be noted that the Audit of SEQ/NR and Bass were not yet complete.
- That the Balance Sheet showed that ATEM had current assets of approximately \$390,000 against current liabilities of about \$40,000. The Equity of the Association amounted to approximately \$356,000 and that this would be enhanced after the assets and liabilities of SEQ/NR and Bass Regions had been moved across to the corporate account post audit.
- That the Income Statement is noted. The statement showed that Council and most regions were in surplus and that Tropical, Western and Aotearoa had only minor deficits. The overall result for the six month period to 30 June amounted to a surplus of \$137,400. It was agreed that future Income Statements include a column setting out the annual budget.

- A draft Budget Template and some budgeting instructions were tabled for the use of Regions where appropriate. It was agreed that funds for the Regional Secretariat Officers would be included in Council's Budget, but the Regions needed to estimate the amount of funds required to meet the cost of their Regional Secretariat. The treasurer requested that PD activities in the Regions provide a surplus, after expenses, of at least 10% of PD income. These funds to contribute to the cost of PD Administration coordinated through the ATEM secretariat.
- That there would be no meeting of Region Treasurers in 2009. It was requested that budgets for 2010 be included as part of the Regional planning process and presented for review during the period of the TEMC in Darwin. The Treasurer and Assistant Treasurer would meet with Region Chairs review their proposed budgets and discuss any issues. It was expected that the budget for 2010 would be completed in early October and sent to councillors for approval.
- That Maree Conway would look into the question of Regional Scholarships to support attendance at the TEMC, as these were previously handled by the old Branches.

The Treasurer stated that our position should improve in the second half of the year, as the Corporate fees will come in when the new tiered system of fees is set and promulgated.

The Treasurer closed by foreshadowing that he would be recommending a change of Auditor at the special meeting to present the 2008 audited financial statements to members.

### 5.3 Report from the Executive Director

Maree Conway presented her report. Council resolved as follows.

- To note that the temporary use of the Wild Apricot facility would cease shortly and that online payment and registration for all ATEM PD will be moved to the ATEM web site.
- That Maree Conway should ask E7 to put the following statement in bold type at the head of all membership receipts: "**Please keep this receipt for your tax purposes**".
- That all PD programs from July 2009 be evaluated using the ATEM standard evaluation template, with Regions able to add additional questions as long as the five 'core' questions are not changed. A second evaluation form for conferences should also be developed in consultation with the Regions.
- That ATEM sets a baseline overall satisfaction rating of 4 on a 5 point scale, with a target of 4.5 by the end of 2010.
- That the following centrally organised PD programs be noted:
  1. Middle Mangers Program (Julie Warnock and Di Rachinger, Melbourne)
  2. Expanding Your Influence (Hilary Langford, Melbourne)
  3. Leading Thinking Series (Professor Liz Harman, Victoria University, Melbourne)
  4. Understanding DEEWR (Lisa Paul has agreed to open and present, along with DEEWR colleagues, Canberra)
  5. Orientation to Tertiary Education (location of first program to be confirmed, expressions of interest from regions invited).
- That the 2010 PD Planning Workshop be conducted in August face-to-face.
- That the Executive Director investigate online delivery options including Blackboard, Moodle and Webinars for suitable ATEM PD programs.
- That the Regions with imprest accounts (Aotearoa, Bass and NSW/ACT) should contribute 10% of PD surpluses to the central account to support the ATEM Secretariat Officers. It was agreed that there would be no transfers of PD contributions between accounts during the financial year, as the contribution would be transferred in the annual transfer of funds to the main ATEM account.

- That Council agrees with the concept of assisting other organisations such as HOSA and the Student Services Conferences, with conference registration and payment systems.
- That VP Linda McLain convenes a group to work on the ATEM Strategic Directions Statement for 2010-2015. The group should include VP Linda McLain, RC Ken McCluskey, Heather Davis, Tony Heywood and Maddy McMaster.
- That the notes on the first meeting of the ATEM Secretariat be noted and approved.
- That recommendation to establish a small working party to explore reasons for overall declining membership numbers, including a survey of members specifically about what would attract them to join ATEM, be held over until the next meeting.
- That payment arrangements for Secretariat staff be centralised commencing 1 January 2010 (existing arrangements to continue until then, with new contracts to be negotiated in Aotearoa and Tropical).
- That taking into account existing contracts and arrangements, the basic rate of \$25/hour be approved for all Secretariat members.
- That a three year professional development program be developed, that identifies core programs that will be run each year, as a starting point for more detailed development for the following year at the annual planning workshop.
- That the member-non-member fee differential for programs be set at a standard rate and that records be maintained of non-member attendance, so that after a person attends their third PD program as a non-member, a personal approach is made by the relevant Institutional Coordinator to invite them to become a member.
- That the Treasurer seeks advice from Lawyers and Unimutual on the question of ATEM's liability for its contractors and what kind of cover ought to be provided.
- That Council adopts the recommended PD Fee structure in principle and that the Executive Director develops it further, clarifying that all suggested amounts are minima, and that the minimum for a Breakfast Seminar is \$40; that discounted rates for staff of Corporate members and affiliated groups such as TEFM and AAIR be further developed; and that guidelines on acceptable expenditure be codified.

There was a discussion about the future of the TEM Conference which is reported included in item 7.1.4.

#### 5.4 Corporate Membership Options Paper

Tony Heywood presented his report. It is proposed that there be a tiered level of membership as described below.

<b>Classes of Corporate Membership</b>	
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).

Institutions would nominate their level within the above structure. 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 to move to a higher level on the scale if they wish).

The membership fee for the 4 levels would be as follows

Level 1	\$1,319.50
Level 2	\$1,055.60
Level 3	\$791.70
Level 4	\$527.80

A range of benefits for Corporate Members was presented, including:

- 10% PD Course discounts for all members of the institution or sub-unit regardless of whether they are individual members of ATEM or not.
- Free advertising on the Jobs Vacancies and the Postgraduate Course web pages
- 5% discounted trade display space at TEMC for level 1 only (subject to TEFMA agreement)
- A discount for advertising in ATEM Matters: 50% for level 1 and 25% for level 2
- All the services available to individual members

Institutional Coordinators would be regarded as Corporate Members and fees would be waived.

Council endorsed the proposals and asked Tony to produce a policy document for adoption by Flying Minute so that the new policy could be implemented as soon as possible and the 2009 corporate renewal notices be sent out.

Council noted that a change to the ATEM Constitution would be necessary and would be put to the next AGM on 30 April 2010. The current clause reads as follows:

*Council may declare an institution to be a corporate member. Corporate members shall have the right to nominate up to five employees who shall have the same rights and privileges as ordinary members.*

The revised clause would read as follows:

*Council may declare an institution or sub-unit of an institution to be a corporate member. Corporate members shall have the right to nominate ~~up to five~~ a specified number of employees, in accordance with the corporate membership policy, who shall have the same rights and privileges as ordinary members.*

## **5.5 Institutional Coordinators**

A report from VP Linda McLain, Heather Davis, and Tony Heywood was discussed. Council noted that a survey of ICs had been conducted and analysed.

Council approved the following recommendations;

1. That the policy document be revised as described and circulated to Council for adoption by Flying Minute.
2. Changes to the Constitution should be proposed to the 2010 AGM to remove Rule 5.2 (d), relating to the requirement that an institution have 5 members before qualifying for an IC; and adding a section giving Council authority to remove an IC from that position.
3. A small working group comprising the authors of this report plus a representative from Aoteroa should consider developing a 'welcome pack' for ICs, which would include a range of basic material about ATEM to orient them to the position, outline the expectations upon

them, and assist them with the performance of their role. These can be provided to the Regional Committees to assist them in supporting ICs and ensures a standardised approach to information given to ICs. The pack would include:

- a. The ATEM Strategy document (*existing*)
  - b. The ATEM brochure (*existing*)
  - c. An ATEM organisational chart (*existing*)
  - d. The IC Policy (*existing*)
  - e. A new document with a practical focus on how to be an IC, with a title such as "I'm the Institutional Co-ordinator – now what?" (*to be created*)
  - f. Details of ATEM members from their institution (*from database*)
  - g. Statistics relating to ATEM, such as membership numbers across regions (*from database*)
  - h. Any other additional material considered desirable.
4. Regional Committees be encouraged in provision of support to ICs. Methods they could employ include:
- a. Provision of 'welcome packs' and other ATEM documents
  - b. Invitations to meetings (two per year if possible)
  - c. Regular provision of details of members an IC is responsible for liaising with (suggest twice per year at a minimum).
  - d. Provision of details of expired memberships as they occur.
  - e. Visiting institutions to meet corporate members/general members to raise awareness of ATEM, the IC, and ways of working together.
5. These recommendations and policy will be evaluated at the July 2010 ATEM Council Meeting.

## **5.6 Branding and Marketing**

Maree Conway tabled two concepts for a new ATEM Logo. Council noted that the logo had been an issue for a long time and it agreed unanimously that a new logo should be adopted. The circular design was favoured and a number of suggestions were made involving the strengthening of the design and colour. It was agreed that collateral was needed, including a style guide and the tag line which currently heads the Strategic Plan "Advancing the Professionalism of Tertiary Education Management".

Maree Conway was asked to work with the design team at E7 and circulate a final design plus collateral for adoption at the September meeting.

## **5.7 Awards and Grants Committee Report**

A report from VP Chris Pepper was adopted without change. Giles Pickford was asked to include the new report in Council's Policy Documents.

## **5.8 Risk Management Group Report**

A report from VP Chris Pepper was tabled. It was based on the ideas generated at a working group held after the December meeting in 2008.

Five top level risks were identified. These risks are:

1. Failure to establish and maintain the ATEM brand and reputation

2. Loss of, access to, or support of tertiary education institutions
3. Failure to focus or gain commitment to a common purpose
4. Failure to secure adequate and sufficiently diverse income streams
5. Failure to attract or retain quality staff and volunteers at ATEM who will enhance the capacity and capability of the organisation

It was apparent that the top five (and extending to most other identified risks) were considered to only be partially controlled. The assessment of the residual risk being rated as extreme and high warrants significant attention to the further assessment of existing controls, their effectiveness and the need for further mitigating strategies such that the resulting assessment is consistent with the risk appetite and tolerance of Council.

Executive responsibility was assigned to each of the top five risks as follows:

The ATEM President: risks 1-3

An ATEM Vice-President: risks 4-5

The next actions will be focussed on improving the control of these risks, monitoring emerging risks and rolling the process out to key activities, events and all Regions.

Council resolved to monitor these risks at the July meeting each year.

Chris Pepper was thanked for his report.

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

A report from Ian Dobson was noted and the salary increase approved. Council expressed its deep satisfaction with the way the Journal is growing in prestige.

## **5.9 Report from the Secretariat – University World News e-Book**

"*Reports from the Frontier: a global view of the key issues confronting higher education*" is a 2.06 megabyte e-book written by HE Correspondents around the world. The cost was a deposit of \$500 plus \$2 per member who places an order. Council agreed that the project is an enhancement to ATEM's PD Programs and approved a plan to distribute the UWN e-Book free of charge to those ATEM members who order it.

## **6. International and Local Affiliations**

Council noted that the following expressions of interest have been received, and the selection would be made by the ATEM Awards and Grants Committee at its August meeting.

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 21-24 April 2010 New Orleans	Ali Hughes (Aotearoa) Ken McCluskey (Western) Linda McLain (Aotearoa)	
AAUA 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	
AUA 29-31 March 2010 Warwick	Joanne Austin (Bass) Ali Hughes (Aotearoa) Ken McCluskey (Western) Stephen Weller (Bass)	
ACHEA (no date yet)		

AFR Conference June 2010	? Giles Pickford (self-funded)	
UA Conference (no date yet)		

## **7. Conferences**

### **7.1 TEMC Conferences**

#### **7.1.0 2008 TEMC**

Council noted the report of the PCO on the TEMC 2008 Conference. It was resolved that the report be received and the conference accounts be adopted.

#### **7.1.1 2009 TEM Conference**

A report from Jo Miller was noted and approved. There was much discussion of the refereed papers stream. Council noted that this stream was not of any interest to TEFMA and that it was purely an ATEM concern which needed to be taken back from the PCO and managed by the ATEM members on the organising committee.

#### **7.1.2 2010 TEM Conference**

A report from Joanne Austin was noted and the theme was approved subject to the addition of a sub-theme 9 on "Global changes that are shaping the system". It was also agreed that New Zealand keynote speakers ought to be suggested by the Aotearoa Region.

To assist in the selection of Keynote Speakers, the ATEM Secretariat was asked to create a record of past speakers in the database.

#### **7.1.3 2011 TEM Conference**

A report from John Swinton was noted and approved.

#### **7.1.4 PCO Contract Renewal**

Council had a long discussion about the nature of the TEMC and how it should be reviewed. It also discussed a letter from Leishman and Associates related to the renewal of the contract for 210-2013. This is a joint contract with TEFMA.

The following actions were agreed.

- That the Conference Steering Committee, augmented by the ATEM and TEFMA Secretariats and the PCO should conduct a review of all aspects the TEM Conference and report to the December 2009 meetings of ATEM and TEFMA

- The review should include, but not be restricted to the following topics:
  - \* The structure of the Conference Program, including variable session lengths
  - \* The selection of speakers and the handling of rejections
  - \* The handling of speakers who pull out after rejections letters have been sent
  - \* The arrangements around the accommodation bookings and how it is that people who book direct can sometimes get a cheaper rate than those who book through the registration process
  - \* The nature of arrangements with 3<sup>rd</sup> party contractors such as abstract management
  - \* The renewal of the contract subject to benchmarking and key performance indicators
  - \* Moving the web site management away from Leishman to E7
  - \* Management of the Early Bird Discount

Council agreed that the costs outlined in the Leishman letter were acceptable.

### **7.1.5 Future Conferences**

Council noted the following schedule of future conferences:

**Darwin** 12-16 September 2009, **Melbourne** 3-6 October 2010, **Gold Coast** 14-17 August 2011, **Alice Springs** 2012, **Hobart** 2013, **Perth** 2014, **NSW/ACT** 2015. Council noted that a suggestion had been received for the 2015 Conference to be held in Wollongong.

## **8. Other Business**

### **8.1 Professional Staff Leadership Framework**

VP Linda McLain discussed a meeting with Professor Geoff Scott and the proposal to develop a professional staff leadership framework in ATEM. She tabled a paper "Learning Leaders in Times of Change" published jointly by UWS and ACER. It was agreed that this idea should be looked at by the Executive Director and the same group developing the Strategic Directions Plan.

### **8.2 Nomenclature – Professional Staff**

Council noted a report from Susan Hudson (UWS) and Giles Pickford who are presenting a Poster Session at the 2009 TEMC on the decreasing the use of the nomenclature "General Staff" in favour of "Professional Staff". Council was interested in the concept and resolved to consider any follow up action at the December 2009 meeting.

### **8.3 Trade Marks – Protecting the ATEM name**

Council noted the options of registration or trade mark to protect the ATEM name, and noted that our lawyers have said that registration is unnecessary.

### **8.4 ATEM Secretariat – Renewal of Contracts**

Council noted that the contract with HL&R Pickford Holdings Pty Ltd will expire after the Council Meeting and that the contract with Scardon Enterprises Pty Ltd expires in July 2010.

It was agreed to renew the contract with HL&R Pickford Holdings Pty Ltd to July 2010 and that the rate of \$30,000 pa be applied to both contracts. It was also agreed that prior to July 2010 a review of all ATEM Secretariat contracts should be conducted by the President and Treasurer.

## **9 Next Meetings in 2009**

Council agreed to meet in September and December 2009 as follows.

Date	Meeting	Time	Place
Sun 13 September 09	Council	9.30 am - 3.30 pm	Darwin
Tue 15 September 08	Awards Breakfast & Members' Forum	7.15 am 8.15 am – 9.15 am	Darwin
Wednesday 16 September	Ghosts' Lunch	12.30 pm	Char Restaurant, Darwin
Friday 11 December 2009	Council	9.30 am – 3.30 pm	Crowne Plaza Sydney

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### **9. 9<sup>th</sup> Annual General Meeting of the ATEM Foundation Pty Ltd**

The President closed the Council meeting and then reconvened it as the 9<sup>th</sup> Annual General Meeting of the ATEM Foundation Pty Ltd.

#### **9.1 Apologies**

Apologies were received from Richard Easter and Ian Marshman. The meeting was chaired by Stephen Weller.

#### **9.2 Minutes**

The Minutes of the 8<sup>th</sup> AGM held on 28 September 2008 in Christchurch were confirmed.

#### **9.3 Directors Report and Annual Accounts**

The AGM noted the Minutes of the Board Meeting held on 11 July 2009, and the Director's Report.

It was resolved that the Director's Report be accepted and that the Audited Accounts be adopted. The AGM noted the opening equity of the Foundation was \$100,346.92 and that net income was \$23,959.73 giving a final balance of \$124,306.65.

The AGM also noted that an application for refund of franking credits had been lodged with the Australian Taxation Office and would yield a further \$4,909.

#### **9.4 Report on Investments**

The AGM noted that as at 30 June 2009 the following investments were held by ATEM Inc.

300 Macquarie Bank Interest Rate Securities yielding \$1,498.65 pa  
1,518 Shares in the ANZ Bank yielding \$1,821.60 pa

All other investments are held by the ATEM Foundation Pty Ltd. Combined, the two groups of investments were worth \$136,499.06 on 30 June 2009.

The Treasurer proposed that all investments should be held by the Foundation and that ATEM should have a legally binding contract with the Foundation to act as its investment manager.

There were some reservations and one view was that a different governance option should be considered: that being that the Foundation should only have one Director who would be the ATEM President *ex officio*, plus a Board comprising the current Board members. This would require a change to article 28.1 of the Australian Foundation Constitution which reads: "There must be at least 3 directors and no more than 9 directors". There would also need to be a change to

article 7a of the New Zealand Trust Deed which reads: "The number of trustees of the Foundation shall not be less than four".

The AGM resolved to ask the ATEM President to discuss these ideas with the Board of the Australian Foundation and the Board of the New Zealand Trust.

In the meantime the AGM resolved to reappoint the current Board members and to add the appointment of the Convenor of the Emeritus Chapter as a Board member *ex officio*.

**9.5 Appointment of Auditor**

The AGM Resolved to appoint Parkhills Pty Ltd as its auditor.

The Annual General Meeting closed at 4.30 pm.

*GP 28/7/09*

**ATEM Action Sheet 29 August 2009**  
**Blue means done, red means overdue**

Name	Action Required	Timeline	Result																																																		
<b>Council – 2008</b>																																																					
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>248</td> <td>265</td> <td></td> </tr> <tr> <td>Bass</td> <td>405</td> <td>427</td> <td>450</td> <td></td> </tr> <tr> <td>Cent</td> <td>101</td> <td>120</td> <td>125</td> <td></td> </tr> <tr> <td>Nsw/act</td> <td>320</td> <td>367</td> <td>400</td> <td></td> </tr> <tr> <td>Seq/nr</td> <td>112</td> <td>106</td> <td>125</td> <td></td> </tr> <tr> <td>Trop</td> <td>36</td> <td>41</td> <td>45</td> <td></td> </tr> <tr> <td>West</td> <td>76</td> <td>89</td> <td>100</td> <td></td> </tr> <tr> <td>Int</td> <td>15</td> <td>16</td> <td>20</td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>1,280</b></td> <td><b>1,414</b></td> <td><b>1500</b></td> <td></td> </tr> </tbody> </table>	08	Census	Actual	Target	09	Aot	215	248	265		Bass	405	427	450		Cent	101	120	125		Nsw/act	320	367	400		Seq/nr	112	106	125		Trop	36	41	45		West	76	89	100		Int	15	16	20		<b>Total</b>	<b>1,280</b>	<b>1,414</b>	<b>1500</b>	
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2. S. Weller & Maree Conway	Approach L H Martin on joint appointment of PDC	Dec 09	This is now an item on the joint meeting Agenda																																																		
3. S. Weller & Maree Conway	Commission external communications expert	Sept 09	Deferred to Sept Council																																																		
4. J. Miller, M. Conway, and S. Weller	Implement Branding & Marketing program subject to budget	Jul 09	Deferred to Sept Council. <b>New Logo has been to Council.</b>																																																		
5. M. Conway & e7	Conduct a re-make of the web site subject to budget	Sept 09	In progress																																																		
6. ATEM Secretariat	Work on Style Guide and training for new Council Members	Sept 09																																																			
7. Jo Miller	Provide costed proposals for International Visitors' Function and First Presenter's prize for TEMC 2009	Sept 09	At this stage there are no international visitors to TEMC 09																																																		
<b>Council Mar 2009</b>																																																					
8 ATEM & TEFMA Presidents	Renegotiate Leishman Contract to 2011	Sept 09	To be discussed at Council.																																																		
<b>FMAC 2008</b>																																																					
9. R. Jones & P. Scardoni	Complete Finance Manual	Mar 09																																																			
10. R. Jones & P. Scardoni	Purchase Quickbooks User's Manual For the Regions	Mar 09																																																			
11. S Weller & R Jones	Find Corporates who will introduce payment of membership by payroll deduction.	Jun 09	<u>Institutions found so far</u> Murdoch Newcastle Tasmania Victoria University Western Sydney Wollongong																																																		
<b>FMAC Mar 2009</b>																																																					
12. Peter Scardoni & Rex Jones	Item 5.3 – Produce audited accounts for AGM	Sept 09	Done																																																		
13. Peter Scardoni & Rex Jones	Item 5.3 - Complete the consolidated balance sheet to include Bass, SEQ/NR and the Journal	Sept 09																																																			
14. Peter Scardoni & Rex Jones	Item 5.3 – Complete Bass audit for Jan-Dec 08	Sept 09																																																			
15. Peter Scardoni & Rex Jones	Item 5.3 - Revise Finance Manual policy on signatories as suggested by Neil Voyce	May 09																																																			
<b>Council July 2009</b>																																																					
16. Rex Jones and Peter Scardoni	Item 5.2 – Promulgate the Budget Template across Regions and arrive at 2010 Budget	Sept 09																																																			
17. M. Conway & R Jones	Item 5.2 – Produce a central scheme for funding Regional TEMC Scholarships	Sept 09																																																			

Name	Action Required	Timeline	Result												
18. R Jones & P Scardoni	Item 5.2 - Recommend new Auditor to Council 2009/AGM 2010	Sept													
19. M Conway and E7	Item 5.3 - Complete switch from Wild Apricot to ATEM Web based Registration & payment for PD	Aug 09	Done												
20. M Conway & E7	Item 5.3 - Re-work the automatic receipt to mention the need to keep it for tax	Aug 09													
21. M Conway	Item 5.3 – Implement Standard PD Evaluation template	Sept 09													
22. M Conway	Item 5.3 – Organise Central PD Programs	On Going													
23. M Conway	Item 5.3 – Organise PD Planning Session	Aug 09													
24. Linda McLain	Item 5.3 – Convene Strategic Planning Group	Sept 09	First meeting convened by Maree to meet at the TEMC Conference.												
25. Jones and M Conway	Item 5.3 - Centralise payment of ATEM Secretariat Contractors on Minimum of \$25/hour	Jan 10													
26. M Conway	Item 5.3 – Standardise the Member/Non-Member/Corporate Member differential for Course Fees	Sept 09													
27. R Jones	Item 5.3 - Seek advice from Unimutual about possible ATEM Liabilities to Contractors	Sept 09	Done												
28. M Conway	Item 5.3 – Implement the common PD Fee Structure	Sept 09													
29. T Heywood, R Jones and Secretariat	Item 5.4 – Develop the final Corporate Members' Policy doc and collect the Corp Member Fees.	Sept 09													
30. T Hodge & G Pickford	Item 5.4 – Prepare change to Constitutions re Corporate Members	Sept 09													
31. Linda McLain, H Davis & ATEM Secretariat	Item 5.5 – Implement the new IC policies	Sept 09	Completed												
32. M Conway & E7	Item 5.6 - Complete Logo Design and collateral	Set 09													
33. G Pickford	Item 5.7 - Implement new Awards and Grants Policy Doc	Aug 09													
34. S Weller & Both VPs	Item 5.8 – Monitor the five main identified risks and review risks annually	Ongoing													
35. Giles Pickford	Item 5.9 – Distribute UWN Book to those who ask for it.	Ongoing													
36. G Pickford	Item 6 – Organise selection of international delegates by Awards 7 Grants Committee	Aug 09													
37. G Pickford	Item 7.1.2 – Create list of previous Keynote Speakers for TEM Database	Aug 09													
38. S Weller & M Conway	Item 7.1.4 – Organise complete review of TEMC with TEFMA and Leishman	Dec 09													
39. Linda McLain & M Conway	Item 8.1 – Develop Professional Staff Leadership Framework	Sept 09	In Progress												
40. G Pickford	Item 8.2 – Report back to Council on TEMC feedback from Poster Exhibition	Dec 09													
41. S Weller and R Jones	Item 8.4 – Review contracts for Conway/Pickford/Scardoni	Jul 10													
<b>ATEM Foundation</b>															
42. R. Easther & G. Pickford	Manage ATEM and Foundation Investments	Ongoing	<table border="1"> <thead> <tr> <th></th> <th>Quantum</th> <th>Yield p.a.</th> </tr> </thead> <tbody> <tr> <td>ATEM</td> <td>\$44,009</td> <td>\$3,320</td> </tr> <tr> <td>Foundation</td> <td>\$91,659</td> <td>\$6,157</td> </tr> <tr> <td>Totals</td> <td>\$135,668</td> <td>\$9,477</td> </tr> </tbody> </table>		Quantum	Yield p.a.	ATEM	\$44,009	\$3,320	Foundation	\$91,659	\$6,157	Totals	\$135,668	\$9,477
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Name	Action Required	Timeline	Result
43. P. Scardoni & R. Easther	Apply for deductible gift recipient status for ATEM Foundation	Dec 08	This is underway
44. Stephen Weller	Discuss Board Structure with Foundation Board	Sept 09	
Executive			
45. Stephen Weller & Maree Conway	Meet when necessary to produce Flying Minutes for Council on urgent business	Ongoing	

## **Item 5.1      President's Report**

### **General Update**

My last report to Council was written from Point Samson on the Pilbara Coast whilst on long service leave. Whilst I am back from leave this report is written from Adelaide where I have just attended the DVC and PVC Corporate Conference organised by Universities Australia. I attended both as PVC Students for Victoria University as well as ATEM President. My Report for this Council focuses on a range of engagement activities.

### **Engaging with the Sector**

On Monday 31 August I was fortunate to Chair the Third of the 2009 Tertiary Education Policy Seminars in my capacity as ATEM President. This Seminar on 'Quality, Standards and Regulation: The start of a new era' was jointly hosted by the Centre for the Study of Higher Education and the LH Martin Institute. These seminars have attracted good attendance and videos of each can be found on the Martin Institute website at: <http://www.cshe.unimelb.edu.au/seminars09/index.html>

On Friday 02 September I will, again in my capacity as ATEM President, Chair a Panel Session of Vice-Chancellors at the Martin Institute 2009 International Conference 'The Attractiveness of the Academic Profession: The Management Challenge'. You can find more information on this conference at:  
[http://www.mihelm.unimelb.edu.au/conference\\_events/index.html](http://www.mihelm.unimelb.edu.au/conference_events/index.html)

Both these events provide evidence of the manner in which ATEM can contribute to one of our goals of 'enhancing the understanding of the sector' as well as the positive nature of our relationship with the Martin Institute. It is also worth mentioning that the Martin Institute will be sponsoring the ATEM Awards Breakfast and Members' Forum at the forthcoming TEM Conference in Darwin.

### **Engaging with Corporate Members**

One of the recommendations of the Massaro Report was that ATEM needed to raise its profile and re-engage with Corporate Members. The Massaro Report highlighted the University of Wollongong as a 'model relationship' in terms of something for ATEM to work towards. Accordingly, Maree Conway and I visited the University of Wollongong last month to explore how the University was engaged with ATEM and how we could work together into the future. We were hosted by Peter Maywald, Institutional Co-ordinator and in addition to being able to meet with the Director, Personnel John Steele, and the Manager, Professional and Organisational Development Services, Ms Lorraine Denny, we were welcomed by the Acting Vice-Chancellor and Deputy Vice-Chancellor (Operations) Professor John Paterson.

The relationship between the University of Wollongong and ATEM is very strong and provides a model for us to work with each of our Corporate Members. In addition to the clear support from the Executive the visit to the University of Wollongong affirmed the importance of the role of the Institutional Co-ordinator. Many thanks go to the University of Wollongong and Peter Maywald for their hospitality and their support for ATEM. Maree and I will be progressively schedule visit to all Corporate Members in the coming months.

### **Engaging with Regional Committees**

Last month Maree and I met with the NSW/ACT Regional Committee and had a good discussion about the work underway at Council as well as the implementation of the Change Management issues. There was then an opportunity for the Committee Members to raise issues and questions about the current and future direction of ATEM. Many thanks go to Jennifer Till as Chair of the NSW/ACT

Regional Committee and the Committee Members for allowing us to attend their meeting and their engagement and enthusiasm.

Maree and I will be meeting with the Tropical Committee in Darwin and meetings with the remaining Regional Committees are scheduled through the remainder of this year and into early next year.

### **Change Management Issues**

The September Council meeting should see us bring closure to most of the Change Management Team issues. The revised Corporate Membership paper is before Council for approval and I believe provides a better structure with tiered levels as well as generating additional revenue for ATEM. The final draft of the new logo will also be available for consideration which will allow us to move forward with our proposed branding and marketing strategies.

Regards,

Stephen Weller  
**ATEM PRESIDENT**  
4 September 2009

## **Item 5.2 Budget and Financial Report**

### **Financial Performance for the eight months period ending 31<sup>st</sup> August 2009**

I have attached the income statements for ATEM Corporate and each of the regions for the period from 1 January to 31 August 2009.

As I have stated previously the financial report bears no relationship to the budgets presented for 2009.

At the end of August 2009 income exceeded expenditure by approximately \$94,000. However I am advised that there is approximately \$31,700 deposited with PayPal which has not been entered into the financial system as income for the period. All regions are now in surplus but the council has a current deficit of \$30,500. The council deficit is expected to be reduced with the receipt of funds for corporate membership.

Income to 31 August amounted to approximately \$540,000 with conferences (\$179,000) PD activities (\$247,000) and members subscriptions (\$80,000) being the main contributors.

Expenditure totalled approximately \$446,000 with PD expenses (\$182,000) and executive branch admin support (\$61,000) being the major costs.

In relation to Membership Subscriptions, all income received (\$79,944) has been included as part of ATEM Corporate. However the financial report highlights, for regional chairs, the amount received from each Region up until 31 August.

It should also be noted that as at 31 August only one corporate membership had been received. The invoicing of Corporate Membership was processed in early September at the revised corporate membership rates

### **Balance Sheet**

ATEM consolidated Balance Sheets as at 31 August 2009 were circulated as a separate document attached to the same e-mail that carried this Agenda.

We are still waiting on the Auditor to 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 \$374,000 while the current liabilities amount to approximately \$66,800. The net assets of the Association or members funds amount to approximately \$313,000.

Councillors should note that ATEM is currently holding funds on behalf of HOSA and MMP. These funds have not been included in the association's income statement for the period ending 31<sup>st</sup> August, but the amounts owing to these organisations are shown as current liabilities in the balance sheet

### **Budgeting 2010**

I sent out a budget paper and draft template to regional councils and treasures in August. As at this time I have draft budgets for ATEM Council, SEQ/NR and Central Regions. I am expecting to receive and discuss the other regional budgets during the TEM Conference in Darwin with Peter Scardoni and Regional Chairs or their representative.

Following the review there would be a period for the Regional Committee to make any changes deemed necessary before presenting the combined budgets to Council for approval.

It is hoped that this process could be completed by early October and then forwarded to Council members for approval by email or if necessary the approval process could be included on the agenda for the December meeting.

### **Auditing**

I am still waiting for the audit reports on the 2008 financial statements. They are expected before the end of September

Peter is still looking for a new Auditor for next year. He has approached several firms but they are not keen to take on new work. He will continue to look.

### **SEQ /NR Financial Management**

The processing and maintenance of financial information for the SEQ/NR Region is now being carried out by Peter Scardoni in association with the Regional Council. The process is working well with SEQ / NR recording a surplus of approximately \$41,700 as at the 31<sup>st</sup> August

### **Aotearoa**

At the time of preparing this report I had no information from the Aotearoa Region as at the end of August. I will see if I can obtain the information between now and the meeting and table it in Darwin. Should you have any questions about the financial report or supporting statements please don't hesitate to contact me

**Rex Jones**  
**Hon Treasurer**

## **Item 5.3 Executive Director's Report**

### **1 Professional Development**

#### **1.1 Professional Development Fee Policy**

An updated version of the fee policy paper presented to the July meeting of Council is attached for approval. Note that the section on acceptable professional development expenditure will be further developed as a separate policy.

#### **1.2 Online Registration and Payment on ATEM Web Site**

A verbal report will be made at the meeting.

#### **1.3 Draft 2010 Professional Development Program**

The draft 2010 Professional Development Program is attached (sorted by month, region and category), and is for endorsement in principle. Council is asked to consider whether the spread of programs across the year, across regions, and across strategic categories is appropriate. Table 1 shows programs by month and region, and Table 3 shows programs by strategic category.

**Table 1: 2010 PD Programs by Month and Region**

	Aotearoa	Bass	Central	NSW /AC T	SEQ/ NR	Tropical	Western	ATE M	Tota l
February	1			1		1		1	4
March	1			3			1	2	7
April	2		1	1	1	1	1	1	8
May			1	1			1	1	4
June	1		1	1	3	1	1	1	9
July	1			1	1		1	1	5
August	1		1	1	2		1	2	8
Sept	3			1	3		2		9
October			1	2	2		1	1	7
November	1		1				1		3
December				1					1
<b>Total</b>	<b>11</b>	<b>0</b>	<b>6</b>	<b>13</b>	<b>12</b>	<b>2</b>	<b>10</b>	<b>10</b>	<b>65</b>

**Table 2: 2010 PD Programs by Strategic Category**

	# Programs	% Programs
Building Professionalism	25	38.5%
Connecting People and Groups	11	16.9%
Growing Careers	14	21.5%
Hot Topics	5	7.7%
Understanding the Sector	10	15.4%

Council is reminded of the agreed timeline for finalisation of the Program:

13 September:	Council endorsement of 2010 Program
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

Regions are reminded that program titles should refer to “tertiary education”, not “higher education”.

#### **1.4 Student Service Centres Conference**

Council is invited to confirm arrangements for the 2010 Student Service Centres Conference. The NSW/ACT Regional Committee will be acting as the organising committee for the Conference, which will be held at UTS. Registration, marketing and financial support will be provided by the Secretariat. A draft budget is attached for approval.

#### **1.5 Possible new ATEM Programs in 2010**

Based on feedback and discussions/conversations, the following new programs are proposed for 2010. Council’s feedback is invited.

- A one day conference on Managing Across the Sectors – to cover areas such as funding, HR, students, government policy etc,
- Financial literacy – an introductory course in finance in tertiary education,
- Workforce planning – what it is, how to do it, current and future planning, and
- A TEDx event (<http://www.ted.com>) – further information will be provided at the meeting.

#### **2 ATEM Policy and Procedures Wiki**

The ATEM Policy and Procedures wiki has been set up at <http://www.atem.pbworks.com>. At the moment, the site is private as it is still in development, but any Council member can be sent an invitation to be able to access the wiki. All members of the Secretariat have been set up as editors on the site. A demonstration of the wiki will be provided at the meeting.

#### **3 Council and ATEM Performance Reporting**

It is recommended that an ATEM performance reporting system be established to report on indicators such as:

- Membership - eg by month/quarter/year, numbers joining and not renewing,
- Finances – eg income/expenditure etc,
- Professional Development – eg attendance, evaluations etc, and
- Council – eg governance, transparency, performance (meetings, PD for Council members) etc.

This report would take the form of a ‘traffic light’ report, to focus Council’s attention on areas of risk, and be reported quarterly to Council. It should also be linked with the high risk areas identified as part of the risk management process.

For discussion by Council, and nomination of a Vice-President to lead the development work (with support to be provided by the Secretariat).

**4 ATEM Logo**

A presentation of updated logos will be made at the meeting.

**5 TEMC Review**

Council agreed at the July 2009 meeting that a review of TEMC should be undertaken (item 7.1.4). Council is now invited to discuss the development of a standard TEMC logo that would be used each year, and which would be flexible enough to incorporate location/date details.

**Maree Conway**  
Executive Director  
September 2009

## **Association for Tertiary Education Management Council**

### **Professional Development Fees and Expenditure**

#### **1 Background**

Several issues relating to fees and charges for professional development programs, and for expenditure associated with those programs, have surfaced over the past year. This paper makes recommendations for dealing with those issues.

#### **2 Common Fee Structure**

Council's March model endorsed the concept of a consistent fee structure that allowed for regional variations (item 5.5.1 in the minutes). It is recommended that the following structure be adopted across the Association from 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 annually at the PD Planning Workshop.

These program fees are very competitive for ATEM compared to fees charged by other professional organisations and similar groups.

From a client perspective, ATEM is one organisation. Clients can rightly expect that fees for ATEM programs will be the same wherever they are run. While the need for regional variations is accepted, the costing of programs needs to become more professional and consistent across the Association.

#### **3 Discount for Affiliated Groups**

It is recommended that members of affiliated groups such as TEFMA and AAIR be offered registration at ATEM corporate member rates (that is 10% discount off the program fee). This should be a reciprocal right, and this needs to be confirmed with affiliated groups.

**Maree Conway  
Executive Director  
September 2009**

## **Item 5.3 CORPORATE MEMBERSHIP POLICY**

### **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**

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
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.

Tony Heywood  
ATEM Councillor

## **Item 5.7 Awards and Grants Committee Minutes**

Minutes of a Meeting of the Awards and Grants Committee held by Teleconference on Friday 14 August at 8.00 am Australian Eastern Standard Time.

**PRESENT:** VP Linda McLain (Chair), Heather Davis, Tony Heywood, Judy Szekeres, Giles Pickford (Secretary)

### **1. Apologies**

Apologies were received from Maree Conway.

### **2. Minutes**

The Minutes of the meeting held on 7 August 2008 were confirmed.

### **3. Honorary ATEM Fellow – Hon. ATEMF**

A nomination from the Central Region to give this award to Professor Denise Bradley was considered and unanimously resolved in the affirmative.

### **4. Peter Karmel International Travelling Scholarship**

Applications from the following candidates were considered.

4.1 Elizabeth Fleur (Director, Office of the Vice-Chancellor ACU)

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.

4.3 Myraphorea Koureas (Recruitment Coordinator, Faculty of Economics and Business, University of Sydney) Joined ATEM in 2004

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 Council for inclusion in the 2010 Budget. (*See item in Other Business*)

4.5 Renata Bernade (Manager, Student Development, Monash)

4.6 Lorraine Rhind (Executive Assistant, Dept of Pathology, University of Sydney)

### **5. Ian Chubb Career Development Award**

At this stage Linda McLain left the meeting.

The Committee considered an application from Linda McLain (Deputy Director, Staff and Organisational Development, University of Auckland) for the Ian Chubb Award and the award was approved for granting in 2010. Linda then rejoined the meeting.

### **6. Maurie Blank Study Scholarship**

The Committee considered the only application for the Maurie Blank Study Scholarship which was from Judith Little, Coordinator, Transition and Retention, Monash University. The Committee agreed to award the grant subject to Judith enrolling in the Master of Psychology in 2010. (NOTE: After the

meeting The Committee heard that Judith Little was expecting a baby and would not be enrolling in the Master Degree next year. It is recommended that the funds for the 2010 Maurie Blank Award be kept in the Accounts as a contingent liability for three years so that Judith might be able to take up the Award sometime before 2013.)

**7. Certificate of Appreciation**

The Committee reviewed a nomination and citation from the Bass Region, which has nominated Angela Boyes for the Certificate of Appreciation. It was agreed that the nomination should be approved.

**8. Selection of Conference Delegates**

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

The Committee resolved to support the following expressions of interest.

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 21-24 April 2010 New Orleans	Ken McCluskey (Western)	None
AAUA 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	None
AUA 29-31 March 2010 Warwick	Stephen Weller (Bass)	Bruce Nelson
ACHEA July 2010 (No details yet)	It was agreed that when details become available expressions of interest should be called from the Regions.	None
AFR Conference June 2010	Judy Szekeres (Central)	N/A
UA Conference 3-5 March 2010	Stephen Weller (Bass)	

GP 15/8/09

**Item 5.10 Australian Universities Quality Forum Joint Steering Group: a report to ATEM Council**

I was invited to become ATEM's representative on the AUQF JSG in September 2007 to replace Maree Conway, on her resignation from the JSG, by the then President, Tom Gregg. I have accepted the invitation to continue on the JSG for the 2010 AUQF which will be on the Gold Coast from 30 June to 2 July, 2010.

All meetings are conducted by teleconference for members who are located outside of Melbourne, although in person attendance is of course welcomed if one happens to be visiting. However, it wasn't until the 2009 AUQF in Alice Springs that I got to meet in person my fellow JSG members. As a result of meeting by teleconference it took me a few meetings to get up to speed with how I could most effectively contribute. The 2008 AUQF was held in Canberra which I was not able to attend. However, in preparation for this forum I was a member of the sub-committee who refereed disputed papers and workshops. All members of the JSG were involved in the selection of the AUQF Quality Award recipient.

I found the experience of refereeing papers very interesting and informative. All papers are required to be provided by the authors in full rather than just as abstracts. This provides much more information regarding the quality of the information, but still does not necessarily give a good idea of how the individual will present their paper and therefore how useful and popular it will be with the delegates. Refereeing papers does take time but I believe that it is a valuable activity that contributes to the success of the AUQF. The process used by the JSG is that the local reference group (located in the venue city) decides which papers are definitely in and definitely out. It is only the disputed papers that then go to the sub-committee of the JSG who have been allocated this task. I have been part of this sub-committee for the last two years and would recommend a similar process to ATEM if this is not in place already. I will certainly be volunteering to be part of this group again next year.

My experience on the JSG has been rewarding in many ways. I particularly value the networking with a different cohort of Tertiary Education staff, the satisfaction that comes from organising conferences over a number of years, and the new knowledge gained concerning quality in the sector.

I very much enjoyed attending the 2009 AUQF. This is a much smaller conference than the TEMC with approximately 200 delegates only, which does provide an opportunity for interaction with the majority of those in attendance. Overall the papers were of a high quality and presented in an engaging way. I had not been to Alice Springs in many years and this was a good venue for this size of conference. I was also able to meet up with Dr Lorraine Bennett from Monash who is the Project Leader for an ALTC project of which I am the Team Leader for the UNE team. As I had not met Lorraine before this was an invaluable opportunity to get to know each other and to work on the project implementation plans.

It is a valuable group for a representative of ATEM to be involved with and I am grateful for the opportunity to represent ATEM in this way. If Council would like any further information I am happy to provide this on request.

Kay Hempsall  
August 2009

### **Item 7.1.1      TEMC 2009 Report**

The Committee have been having regularly (monthly) meetings via telephone link and the organisation of the conference is progressing very well with less than 10 days to go.

#### **Conference Program:**

The program is now finalised with all keynote speakers. The recent withdrawal of Jeannie Herbert, former VC at Batchelor Institute of Indigenous Tertiary Education caused a dilemma. Thanks to those of you who suggested alternative keynotes. Professor Sharon Bell, Senior Program Developer, L.H. Martin Institute, University of Melbourne has now filled this vacancy and her decisive and enthusiastic acceptance is greatly appreciated.

The call for session chairs was sent out to committee members ATEM Council & TEFMA Board members in the first instance then to the delegates at large. All session chair positions have now been filled.

#### **Prizes:**

Through Susan Hudson, NSW/ACT Branch, Talent 2 is generously sponsoring the Best Presentation (\$250) and Best Poster (\$250) prizes. Maree Conway has developed the evaluation process and will collate all the data. Session Chairs will be given the forms and instructions for the appropriate sessions and return the evaluation forms to the Registration Desk.

The winners will be announced and presented with a certificate during the conference close. The winners will be based on peer evaluation process and awarded to encourage people to present next year etc. and to recognise the effort that goes into these things and to raise and recognise the standards for presentations and posters.

#### **Registration:**

Registrations are going very well with currently 550 people registered.

#### **Accommodation:**

Several of the hotels that were secured for the conference have sold out and we are currently securing more rooms and other hotel options. September is a very busy time in Darwin and we are limited in the amount of rooms we can get at hotels. Emails have gone out to delegates suggesting they register and book accommodation early.

#### **Social Functions:**

All social functions are progressing well and have been secured. Ben Dark has been confirmed as the MC for the Conference Dinner and in true conference style it promises to be a fantastic evening. Delegates will be encouraged to dress up for the occasion, Rock N Roll Darwin style. A local band *Notorious* will provide the music at the Conference dinner.

#### **Sponsorship and Exhibition:**

Sponsorship and Exhibition sales are going extremely well with a total of \$221,800 secured to date. This is a new record for sponsorship for the TEM Conference The conference has sold out of trade exhibition booths with more enquires still coming in.

To encourage delegates to visit the trade displays and engage with the sponsors and exhibitors there will be an auction of items donated by the sponsors and exhibitors. Delegates will be given 'funny money' from the sponsors and exhibitors that they can use for the auction.

Direct mail from sponsors to delegates recently caused some concern and it was suggested that this is a process that needs to be discussed and reviewed. There was a preference that sponsors liaise through Leishman's any mail outs that way information being sent to delegates can be reviewed and monitored.

## **Item 7.1.2      TEMC 2010**

### **1.      Dinner Venue**

The Peninsula – Atlantic Group – has been booked for the conference dinner. A theme for the dinner has also been agreed.

### **2.      Theme**

Since the last meeting there has been an addition to the sub themes: Future directions in the global context.

### **2.      Marketing**

*Darwin launch* – All ready to go ahead!

A DVD has been produced to highlight Melbourne and the theme of the conference. Many thanks to Shane Kendrick (ATEM), Mandy Grieg (TEFMA) and 50 Kalibre

Show-bags will be re-usable bags with a few giveaways in them.

It is proposed that there is some Yarra Valley wine as giveaways to those with a dot on their chairs (which we will put there).

*Conference Logo* – logo is finalised. This will be tabled.

### **3.      Program**

**Keynote Speakers:** - two have been agreed so far: Tim Costello and Julia Gillard – working on getting them.

### **4.      Sponsorship**

We have already obtained \$50,000 in sponsorship. Will be working on obtaining more at the Darwin Conference

### **5.      Website**

The 2010 conference website will be ready to go at the launch of the 2010 conference in Darwin.

**JOANNE AUSTIN**  
**Chair, ATEM Bass Region**  
**TEMC 2010 Committee**

### **Item 7.1.3      TEMC 2011**

#### **Conference Venue**

- Gold Coast Convention and Entertainment Centre
- Booked, deposit will be paid early 2010

#### **Dinner Venue**

- On hold, Dreamworld, Seaworld, Jupiter's, Movieworld

#### **Accommodation**

- Various hotels have been secured including Jupiter's, Sofitel and Mantra

#### **Organising committee**

- Bruce McCallum will chair organising committee
- Andrew Frowd local TEMFA representative
- Both are QUT, good day-to-day connections
- John Swinton will also be on committee

#### **Calendar**

- 27/28 October 2009    Site visits with Renee Brown, Leishmans
- Early 2010              Convention Centre deposit
- April 2010              Committee in place (ideally by end 2009, April late?!)

#### **For discussion.**

- Role of chair of organising committee in the light of ATEMN new world order – conference organiser and stronger ATEM secretariat/executive
- Should ongoing chair role be from executive or secretariat?
- Benefits of ongoing developing expertise vs. one-off localised involvement

John Swinton  
Regional Chair SEQ/NR

# **“We ARE the Professional staff”**

## **Grant Application to ATEM**

**By**

**Susan Hudson**

**Manager, Special Projects Unit  
University of Western Sydney**

**and**

**Deputy Chair, Engagement  
NSW/ACT ATEM Regional Committee**

**(August 2009)**

### **Executive Summary**

The nature of my proposed project/activities, concentrates on the discourse on the recognition of the “Profession of Tertiary Education Administrators” and the recognition of non-academic staff as professionals in their own right.

When the terms such as ‘general staff’ were used, they were appropriate for the time. However things have changed gradually since the inception of ATEM in 1976 and the corporatisation of universities which has led to the evolution of partnerships between academics and administrative/management/technical staff – at an equal level. The activity is therefore aimed at gathering a support case to present to Government for the term “Professional staff” to be adopted in the Higher Education Industry-General staff-Award 2010 when it is revised. The new award would read Higher Education Industry-Professional staff-Award 2012.

This project goes to the heart of working to advance and build the professionalism of tertiary education administration and have it recognised accordingly as a true profession. The project will provide strong connections with UK sector colleagues, with information gathered being shared at TEMC 2010.

**1. Project Title:** We **ARE** the Professional staff  
(Exploration of nomenclature utilised to classify non-academic staff)

## **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.

## **4. Expected outcomes of the project:**

4.1 That DEEWR will adopt the term “professional” staff in all official documentation and will adopt that term when reviewing the Higher Education Industry-General staff-Award 2010, in 2011.

4.2 That a significant number of universities across Australia and New Zealand will embrace the recognition of the contributions of non-academic staff and acknowledge these contributions as true professional input and thereby change the nomenclature of their non-academic staff to “professional” staff.

## **5. Detailed budget:**

### 5.1 Approximate budget:

Air fares:	\$3000
Accommodation (13 nights):	\$3200 (based on GBP 150 per night)
Hire car (6 days):	\$500
Meals/Incidentals:	\$1800
AUA Conference registration:	\$ unknown as yet

## **6. . Detailed itinerary, including contacts with administrators and countries to be visited:**

27 March 2010 – 10 April 2010

Sydney/London/Sydney (flight)

London/Warwick/various universities (hire car/train)

29 March -31 March

AUA conference, Warwick

Warwick/Birmingham (hire car)

Birmingham University (David Harrison, Assistant Director, HR) Birmingham/Bristol (hire car)

Bristol University (Christian Carter, Personnel Manager (Policy Development))

Follow up with contacts to be made once grant is approved; and contacts that may be made at the AUA conference – this could be across any UK university or institute of higher education.

(Note: pre attendance at an OECD conference in 2007, I made contact with the conference organiser and arranged meetings at 2 universities post conference, I anticipate doing the same thing with the AUA organisers. I also have a contact at The Tipperary Institute, Sheila McCarthy, Director of Corporate Affairs)

## **7. Institutional support**

Please note that my direct supervisor, Deputy Vice Chancellor Corporate Strategy and Services, Rhonda Hawkins is fully supportive of my application. A follow up statement and letter of support will be sent if required. I already have her approval and funding to attend TEMC, Darwin, September 2009. (though funding will be partially refunded as I am now attending TEMC as the NCW/ACT regional representative).