

Association for Tertiary Education Management Inc
ABN 72 682 233 729

Council Minutes

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

PRESENT

Stephen Weller	President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Heather Davis	ATEM Councillor
Tony Heywood	ATEM Councillor
Ali Hughes	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Susan Hudson	Acting for Chair, NSW/ACT Region
John Swinton	Chair, South-east Queensland/Northern Rivers Region
Jo Miller	Chair, Tropical Region
Ken McCluskey	Chair, Western Region

In Attendance

Maree Conway	Executive Director, ATEM Secretariat
Neil Voyce	Acting Assistant Secretary, ATEM Secretariat
Peter Scardoni	Assistant Treasurer, ATEM Secretariat (Morning only)

1. Welcome and Apologies

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

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

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

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

2 Starring of Items

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

3 Minutes

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

- Item 3 – Date and place of previous meeting to be corrected to read, “*Wednesday 11 March 2009 at the Crowne Plaza Hotel, Sydney*”

- Item 5.2 – That the Western Region be deleted from the fourth bullet point with reference to Regions not in surplus.
- Item 5.5 – Point 3 – The words, “*A small working group comprising the authors of this report plus a representative from Aotearoa*” To be changed to read, “*A small working group comprising one Councillor, one Regional Chair and three Institutional Coordinator, one of whom should be from the Aotearoa Region.*”
- Item 7.1.4 – The dates in the first paragraph should read “2010 – 2013”.

4. Business Arising from the Minutes

4.1 ATEM Action Sheet

The following adjustments to the Action Sheet were agreed on:

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

4.2 Other Items from Minutes

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

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

5 Reports

5.1 President’s Report

The President's Report was received.

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

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

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

5.2 Vice-President

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

Resolution:

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

Moved: Stephen Weller

Seconded: Heather Davis

APPROVED

(Tony Heywood abstained from voting on this resolution)

5.3 Budget and Financial Management

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

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

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

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

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

Agreed:

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

ACTION: RJ, PS

It was noted by the Treasurer that the original budget for 2009 across the Association differed greatly from the actual results to date and the likely outcome for 2009. He did acknowledge that some of the Regional income figures would be increased once the funds held in PayPal were released and allocated to the appropriate Region.

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

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

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

ACTION: RJ, PS

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

ACTION: PS

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

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

Agreed:

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

ACTION: SW, RJ, MC, PS

There was a discussion regarding the Association's investments.

Agreed:

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

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

5.3 Report from the Executive Director

The Executive Director's Report was received.

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

Agreed:

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

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

Regional Conferences

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

Review

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

ACTION: MC

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

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

ACTION: MC

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

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

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

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

- | | |
|---------------------|--|
| By 9 October: | Finalisation of program costs |
| By end October: | Production of consolidated program (PDF by E7) |
| | Entry of program details on ATEM website |
| | Production of one page flyer for institutional HR/Organisational Development units |
| November: | Marketing of 2010 programs commences |
| First quarter 2010: | Programs finalised in regions and updated details on ATEM website |

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

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

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

ACTION: MC

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

ACTION: MC

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

ACTION: MC, GP, PS

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

ACTION: TH

5.4 Corporate Membership

The report from Tony Heywood was received.

Agreed:

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

Rationale

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

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

Corporate Membership

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

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

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

Classes of Membership

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

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

Benefits

	Level 1	Level 2	Level 3	Level 4
Full Free Individual Membership (senior staff)	5	4	3	2
Nominated senior staff receive (as full members):				
<ul style="list-style-type: none"> • Discounted rates for PD/ conferences • Annual subscription to the Journal • Access to ATEM grants • Weekly e-mail updates • Networking opportunities 	√	√	√	√
	√	√	√	√
	√	√	√	√
	√	√	√	√
	√	√	√	√
PD discount for non-members*	10%	10%	10%	10%
Free listing of postgraduate courses on Education & Training page of the ATEM website	√	√	√	√
Listing on the ATEM website as a corporate sponsor, with a link to own website	√	√	√	√
Job ads on Job Vacancies page	Free	Free	Free	Free
Discount on trade display at TEM Conference	5%	Nil	N/A	N/A
Free trade display at Regional Conferences	√	√	N/A	N/A
Commercial corporate members – one-off profile included in ATEM Matters newsletter	√	√	N/A	N/A
Discounted advertising space in ATEM Matters newsletter	50% discount	25% discount	Nil	Nil
Annual fee	\$5x	\$4x	\$3x	\$2x

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

Nominated individual memberships

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

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

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

Institutional Co-ordinators

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

Administration

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

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

5.5 Branding and Marketing

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

Agreed:

That the logo represented below be adopted for the Association.



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

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

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

5.6 Report from AUQF

The report from Kay Hemsall was received.

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

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

ACTION: SW

6. International and Local Affiliations

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

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

ACTION: LMc

7. Conferences

7.1 2009 TEM Conference

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

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

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

7.2 Review of TEMC

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

- 1) Reconnecting with international organisations and delegates attending TEMC
- 2) Review procedures surrounding the refereeing of papers
- 3) Review procedures for selecting papers – more information on presenters and topic prior to selection
- 4) Review procedures for supplying feedback to those propose papers were rejected
- 5) Review reason why research based papers appear to have a high rejection rate
- 6) The role of the Chair of the Organising Committee and the benefits of ongoing developing expertise especially with stronger ATEM Secretariat.
- 7) Update KPIs for PCO contract
- 8) A TEMC logo
- 9) Review the conference programme format
- 10) Define what the conference is for – what it is aiming to achieve – forum to debate issues?
- 11) Review the quality of papers being presented – is this the place for 1st time presenters?

- 12) If 1st time presenters to continue then review requirements such as having a mentor or attending a course on presenting skills or similar
- 13) Require a first time presenter to present at a Regional conference first – if available
- 14) Professionalism of presenters – look at methods of reviewing proposed papers and presenters – raise the bar on presentations – paid presenters?
- 15) Look at ways of improving networking opportunities
- 16) Look at having papers on specific themes with discussions after presentation
- 17) Review having motivational speakers on programme
- 18) Need to develop clear outline of what is required of presenters
- 19) Look at ensuring NZ issues on programme – less university focused programme – have a NZ representative on each organising committee
- 20) Call for papers to be made immediately after the latest TEMC
- 21) Have networking board at TEMC where delegates can leave messages to link up and network with others with like interests
- 22) Review TEMC material to ensure delegates are educated on the event
- 23) Review process for selecting chairs of sessions
- 24) Review special interest groups – group chair
- 25) Look at having more variation in times for papers – longer/shorter

Agreed:

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

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

ACTION: SW, MC

8. Other Business

8.1 The ATEM Foundation

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

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

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

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

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

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

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

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

ACTION: GP

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

Agreed:

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

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

ACTION: TH, RE, RJ, PS, NV

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

(Richard Easter left the meeting at 2.40pm)

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

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

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

Resolution:

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

Moved: Stephen Weller

Seconded: Heather Davis

APPROVED

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

(Council move to Public Excluded discussions at 3.00pm)

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

8.3 Vacancy on Council

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

Agreed:

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

ACTION: T HODGE, GP

9. Next Meetings in 2009

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

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

10. Closure

The meeting closed at 3.30pm

NV 22/9/09