

**ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT**  
**ABN 72 682 233 729**

Minutes of a meeting of the ATEM Council held on **Friday 10 December**, 2010 from 9.30 am to 3 pm in Meeting Room 14.201: the UTS Faculty of Arts and Social Sciences Board Room, on Level 14, Building 10, Jones Street.

**Present**

Stephen Weller	President
Linda McLain McKellar	Vice-President
Tony Heywood	Vice-President
Rex Jones	Association Treasurer
Heather Davis	Association Secretary
Maddy McMaster	ATEM Councillor
Terry Fulljames	ATEM Councillor
Kate Rawlings	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Jenny Martin	Chair, NSW/ACT Region
Carl Rallings	Chair, South-east Queensland/Northern Rivers Region
Anna-Marie Williams	Chair, Tropical Region
Ken McCluskey	Chair, Western Region

**ATEM Secretariat**

Maree Conway	Executive Director
Giles Pickford	Assistant Secretary, ATEM Secretariat
Garry Irwin	Regional Executive Officer, NSW/ACT Region

**1. Welcome and Apologies**

Apologies were received from Peter Scardoni, Assistant Treasurer, ATEM Secretariat.  
The President welcomed Garry Irwin, Regional Executive Officer, NSW/ACT Region, to the meeting.

**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 Sunday 3 October 2010 in the Crown Hotel, Southbank, Melbourne, were confirmed.

**4. Business Arising from the Minutes**

The Council discussed the Action Sheet. It was updated and the current iteration is attached to the Minutes.

**Action: ATEM Secretariat**

**5. Future Directions**

**5.1 Generational Change**

Council discussed RC Jenny Martin's report on Generational Change, noting the following recommendations:

**Demographic Data Collection**

**Recommendation 1:** That the 'subscribe to newsletter' option on the ATEM website ask for demographic data including age range.

**Recommendation 4:** That demographic information including age range is collected when participants register for PD programs, and when they complete the evaluations. Trends in which programs are popular for Gen Y are to be analysed regularly at Council as part of PD program statistics discussions.

**Recommendation 5:** That the member's survey to be conducted by Maddy McMaster in 2011 include demographic questions including age range.

**Recommendation 6:** That the online membership form is revised to include asking for demographic details including age range for members that join from 2011 onwards.

*Council approved the above four recommendations which were all related to the collection of demographic data and agreed that they be conflated into one statement by Jenny Martin.*

**Recommendation 2:** That Gen Y ATEM members, when these are identified, are surveyed to discover what they expect from the ATEM website (possibly with the assistance of Fuji Xerox)

*Approved*

**Recommendation 3:** That a working group of Council is formed involving members of all generations including Generation Y to continually enhance ATEMs web resources.

*Council members and members of the ATEM Secretariat will be asked to join the ATEM Web Site Monitoring Group if they are interested.*

**Recommendation 7:** That the student members are contacted to find out what studies/research they are undertaking and their age. They could form a Gen Y reference group and/or be approached to be on Council working parties for projects related to their study/research areas.

*Council suspected that most of the current Student Members are mature age students. Regions are encouraged to seek out younger staff members who are enrolled for degrees and suggest that they join ATEM at the 50% student discount rate.*

**Recommendation 8:** That a campaign to recruit student members in particular be a specific part of the overall membership campaign being coordinated by Carl Rallings.

*Approved*

**Action: RC Jenny Martin, Carl Rallings, Executive Director**

## **5.2 ATEM Carbon Footprint**

Council discussed the report on reducing ATEM's carbon footprint. The following actions were approved.

- Undertake a carbon audit or calculate carbon emissions using an online carbon calculator to establish a baseline to measure reductions against. TEFMA gathers such data for each Tertiary Institution in Australia and New Zealand.

**Action: Maree Conway and Giles Pickford**

- Continue the action taken by the organising committee of TEMC 2010 to not have conference satchels or paper brochures, but rather use of electronic formats like MP3 player and apps to be made available for iPhones and iPads etc.

**Action: Tony Heywood**

- Encourage Council members to bring laptops to meetings to read papers rather than print them off (and to use battery power until charging is necessary).

**Action: All Council Members**

- Open an account with an online meeting provider to provide a way for meetings to be held online (this is different to a teleconference – online meeting providers have functionality to present and collaborate online). Secretariat meetings, planning workshops and committee meetings could be held this way.

**Action: Executive Director**

- Provide resources on reducing ATEM's carbon footprint as part of induction packages.

**Action: ATEM Secretariat**

- Consider the need to develop an environmental strategy in collaboration with members and stakeholders. This strategy would be incorporated into ATEM's strategic plan.

**Action: Linda McLain and Executive Director**

## **6. President's Report**

The President's Report was discussed. His congratulatory comments on the **PD Program's release** before the start of the New Year were noted. It was agreed that this achievement was one of the highlights of 2010 and would not have been possible without the active cooperation of all Regions. The President highlighted the other major achievement as being the transformation of the **ATEM web site**. It was an expensive step forward, but it will result in many future savings as the web site can now be updated by the Secretariat.

Finally the President reported that the call for expressions of interest in the new position of **Executive Director** had generated in nine expressions of interest. The President, Association Secretary and the RC NSW/ACT had formed the Selection Panel which had met the day before Council and interviewed the four short-listed candidates. He recommended to Council the appointment of Mr Paul Abela, Deputy Registrar of Campion College, who has an impressive record of achievement in marketing, student recruitment, international outreach, TAFE administration, faculty administration and adult education. Paul will be employed by ATEM on a two year contract and will be based in Sydney. Work needs to be undertaken by the Treasurer/Secretariat on Paul's employment details and office accommodation.

**Action: President, Treasurer, ATEM Secretariat**

## **7. Finance**

The updated Treasurer's report was tabled as it addressed new issues in cash flow. It had also not been possible to complete the 2011 budget until the day before the meeting because of delays in the submission of some regional budgets.

Council noted that the ATEM Foundation had assisted with the cash flow by selling \$33,000 of hybrid securities. The Treasurer stated that he would continue to invest surpluses in the ATEM Foundation in the future, and draw on them when needed.

The Budget for 2011 had been balanced by removing the sum of \$40,000 for special projects which had been agreed to previously by Council. During the meeting it was agreed that this amount should be reinstated and that prior commitments of Council must be included in the formulation of the budget.. There was discussion about the estimates for Membership Subscriptions and the estimates of PD income for some regions. The Treasurer would prepare a revised budget and circulate in the coming week.

#### **Council resolved:**

- To note the Treasurer's Report for the period 1 January to 30 September 2010
- To adopt the Consolidated Balance Sheet as at 30 September 2010
- To adopt the Profit and Loss statement for the period 1 January to 30 September 2010
- To note that a revised budget for the calendar year 2011 will be circulated for endorsement.
- To request some additional columns in the Budget which compare the budget against 2010 totals

**Action: Association Treasurer**

### **8. Strategic Matters**

#### **8.1 Proposed ATEM KPI Framework**

The Executive Director's Report on the proposed KPI Framework as applied to the five Strategic Priority Areas was discussed. It was agreed that the number of KPIs should be reduced to a more manageable level, actual targets should be allocated to KPIs and that the KPI information should be gathered from statistics already collected where possible. The membership survey needs to be included as one of the measuring tools for member satisfaction.

With these provisos the report was adopted.

**Action: Executive Director**

#### **8.2 Leadership Development Framework – a research project**

Linda McLain McKellar's Report was discussed. The following actions were noted:

- The ATEM Council and the L H Martin Institute would be part of the Pilot Survey.
- The President will review and sign the contract with UWS.
- The project leader should seek out the sector leaders who would support the project.

**Action Linda McLain**

#### **8.3 Professional Development**

A verbal report on professional development was given by Maree Conway. The focus over the last few weeks has been to publish the 2011 PD Program on the web for the first time ever in the year before the new program begins. She reported that E7 are now capable of uploading additions and changes to the program straight onto the web, which will make the Program a living document. She reported that the evaluation analysis for the overall 2010 Program showed that member satisfaction had ranged between 2.9 to 4.1 out of 5. It was agreed to aim for a satisfaction rate averaging 4.0 in future KPIs.

It was also noted that due to there being no Regional Executive Officer for the SE Queensland/Northern Rivers Region the PD courses being run there are not yet being evaluated. RC Carl Rallings undertook to make an appointment soon in conjunction with the Executive Director.

**Action: Executive Director and RC Carl Rallings**

#### **8.4 Membership**

##### **8.4.1 Membership Recruitment**

A report from VP Carl Rallings was discussed. Council noted the appointment of Madeleine Love of *The Next Project* to advise Council on a membership recruitment strategy and undertake market research, benchmarking and strategy advice to ensure that ATEM's membership recruitment drive is efficient and sustainable. It was resolved to approve the consultancy fee of \$15,750 plus a maximum 10% of expenses.

##### **8.4.2 Quarterly Report on Membership Statistics**

Council discussed Neil Voyce's Report on membership statistics. The President congratulated the Western Region (18.07%) and the Tropical Region (7.69%) for making the best advances in membership numbers. Questions were asked about the non-financial member numbers which were an increase from 113 in 2009 to 176 in 2010. It was agreed that Maree Conway would send the e-mail addresses of the non-financial members to the President so that he could encourage them to renew. A quarterly strategy of contacting non-financial members would be adopted.

**Action: Executive Director and President**

#### **8.4.3 Corporate Membership**

Peter Scardoni's analysis of the Corporate Membership renewals was discussed. It was noted that six long-standing Corporate Members had not renewed. Questions were asked about the renewal process and Giles Pickford reported that renewals are now sent out at the beginning of the year, whereas in 2009, because of fee changes, they had been sent out late. He also stated that some corporate members take many months to pay and the six in question would all probably think that they had already paid. It was agreed that the President should e-mail the six unfinancial Corporate Members and encourage renewal.

It was also agreed that the Treasurer should introduce a standard schedule governing the sending out of renewals in February with follow up by Regional Executive Officers in May and a Presidential follow up in mid year. It was also agreed that all Corporate Members move to be valid from January to December which means moving the membership renewals from anniversary of joining for existing members and a pro-rata rate, if necessary, for new Corporate Members joining in 2011.

**Action: Association Treasurer and Peter Scardoni**

#### **8.5 Partnerships**

Maree Conway's report on partnerships was discussed. The relationship with the L H Martin Institute and Universities Australia are central. The work with the Martin Institute on *Moving into Management* was going well, as was the offer of free ATEM membership for one year to the Institute's graduating Master of Tertiary Education Management class each year. Finally discussions are being held with the Association of University Administrators (UK & Ireland) in bringing the Postgraduate Certificate in Management to Australasia where the course content is expected to be offered on-line.

RC Kate Rawlings reported verbally on possible partnership in New Zealand where she had been focussing on creating collaborative relationships with in-house Staff Development Units and Organisational Development Units in tertiary institutions. The Aotearoa Region also works well with Universities New Zealand, the Tertiary Education Commission and the Ministry of Education.

**Action: Executive Director and RC Kate Rawlings**

#### **8.6 ATEM Foundation Quarterly Report**

Council resolved to note VP Tony Heywood's report on the ATEM Foundation which continues to exceed the ASX benchmarks.

### **9. Operational Matters**

#### **9.1 Policy Document Review Schedule**

The Council noted the review schedule and noted that the Patron and the Emeritus Chapter were due for review.

##### **9.1.1 The ATEM Patron**

Council made some amendments to the policy, including adding a three-year term for the Patron. It then discussed various options for replacing the current Patron, Ian Chubb, in June when he retires.

There was much discussion about whether the Patron is a purely ceremonial figure or whether the Patron should also be an advocate of ATEM. It was agreed that the Patron should be both. The question of a New Zealand Patron was raised and it was agreed the most effective arrangement would be to appoint two Patrons, one from each side of the Tasman Sea recognising the differing political and economic issues present in both countries and the need to advocate differently in each tertiary education sector.

Finally the names of two Vice-Chancellors, one from Australia and one from New Zealand met the criteria and were recommended, and the item put on the April 2011 agenda for confirmation. The President was asked to make informal approaches to these people ahead of the April meeting and before final recommendations are put to Council.

The updated policy was approved.

**Action: President**  
**Action: Assistant Secretary to publish new Policy on the web**

### **9.1.2 The Emeritus Chapter**

Council noted that the old Charter which set up the Emeritus Chapter of Council had become out of date. It did not include the decision that Council had made in 2008 that the Convenor of Ghosts was to be a contested position and a Council appointment, and the Regions were still called Branches. It was agreed that the Charter be updated, re-badged as a Policy Document, and reviewed every three years starting in 2010. The new policy was approved.

**Action: Association Secretary and Convenor of Ghosts**

## **9.2 Conferences**

### **9.2.1 The TEM Conferences – Report of the Joint Steering Committee**

Tony Heywood report on the Joint Steering Committee meeting held on 2 October and a second one held the day before the Council meeting. The following issues were discussed.

- The 2012 TEMC in Adelaide (12-16 September) had booked its main venues and decided on a theme *The Right Blend: Innovation and Transformation*
- The 2013 TEMC in Hobart had been booked into the Hotel Grand Chancellor for 15-18 September.
- The 2014 TEMC in Perth had narrowed down to a choice between either the Perth Convention Centre or the Burswood Casino. The dates are still undecided.
- The dates for the 2015 TEMC will be decided in 2013 when the University Academic Calendar at the University of Wollongong is set.
- The Local Organising Committees needs to have a recommended structure. This is on the Agenda for the next meeting of the Joint Steering Committee.
- TEFMA has recommended that the free conference registrations be available to LOC members and should be allocated by the Conference Chair. This recommendation was approved.
- The TEMC evaluation survey was skewed as it did not have a smooth gradation between 'excellent' and 'poor' and no option of neutral. It was agreed that this must be changed.
- There was a view that the Conference Dinner ought to be an optional cost and not built into the overall fee, but when put to the vote this did not win support. There was also debate about whether it should be held earlier in the Conference, but it was agreed that it should continue to be held on the Wednesday.
- The proposals for assessing non-refereed abstracts were approved.
- Continuation of the three prizes for Best Paper, Best Poster and Best First Time Presenter was approved and agreement that sponsors should be sought.

- The Joint Steering Committee was asked to devise ways of getting a broader focus incorporated into the program. The audience is not just Australian university staff, but also includes New Zealand, private providers, and institutions from the range of tertiary offerings. It should be suggested in the briefing for speakers, and also considered in the selection of Keynote Speakers. This needs to be added to the Conference Manual.
- Council noted Leishman's report on the TEMC 2010 attendance statistics and congratulated the Melbourne LOC on a job well done.

**Action: VP Tony Heywood**

### 9.2.2 TEMC 2010 Attendance Statistics

### 9.2.3 TEMC Reports

It was noted that a full report on the 2010 Melbourne conference will be made available by Leishmans at the April 2011 meeting.

A report on progress of the 2011 conference was tabled at the meeting and accepted.

### 9.2.4 Editing for the TEMC Refereed Stream

Council resolved to note Ian Dobson's report on progress in managing the TEMC Refereed Stream.

### 9.2.5 International Conferences

Council resolved that ATEM members be asked to submit expressions of interest in attending the 2011 Association of Caribbean Heads of Educational Administration in Jamaica, and that RC Jenny Martin be the ATEM Delegate to the AFR Conference in Sydney.

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC 2011
Association of University Administrators: 18-20 April, 2011 Nottingham	Carroll Graham (NSW/ACT)	
Association of Collegiate Registrars and Admissions Officers: March 13-16, 2011 Seattle	Maddy McMaster (Bass)	
Association of Caribbean Heads of Educational Administration 8-10 July 2011, Jamaica	?	
<i>Australian Financial Review</i> Conference: 28-29 June, Sydney	Jennifer Martin (NSW/ACT)	
Universities Australia Conference 2-4 March 2011, Canberra	Stephen Weller (Tropical)	

**Action: ATEM Secretariat**

### 9.3 Report from the Editor of the Journal

Council resolved to note Ian Dobson's report on the *Journal of Higher Education Policy and Management*.

#### 9.4.1 ICs' Portal

A report from Terry Fulljames and Maddy McMaster was discussed.

Council noted that there is already a section of the website allocated to ICs with a single password access. As per the recommendation from the working group that set up the IC welcome pack, the IC portal will be open to ICs, Regional Chairs and General Councillors. This also means we will need to set up some protocols around posting to the forum.

Council debated whether members should have wider viewing access. Some hold the opinion that viewing access should be available to all members in order to maintain openness and transparency of the website for all members. This approach was supported in general but it was agreed that a private space for ICs was recommended unless all agreed to open up the space to all members.

The General Councillors will also seek a “volunteer” from the ICs group to be the “community manager” of the discussion forum as per the recommendation from the IC working party.

ATEM will need to take a staged process to provide all the access and attributes that were originally in the scope proposed by the original working group. Such things are links to various documents which shouldn't be difficult. The more complicated concept proposed is that of a “get report” button but it was agreed that this ‘button’ would in fact be a link to the REOs who would supply the report when requested.

Council resolved that we proceed to get the IC webpage up and running by the end of February 2011. This will hopefully give the General Councillors time to get the discussion forum protocols prepared and find a volunteer to manage it for the first year and then move to a rotational basis. Once this is done the welcome letters, which have been approved by Council, will be able to be sent to all ICs via their Regional Chair as proposed by the IC working group. With regard to the “get report” button Council preferred that this capability be available to Regional Executive Officers only.

**Action: General Councillors**

#### **9.4.2 Report from Evolution 7**

Council noted a report from Evolution 7 on visitation rates to the various parts of the web site. The most popular pages are Professional Development section, the TEM conference page, the Job Vacancies section. The latter is something that needs to be drawn to the attention of the institutions that are Corporate Members who are not using the Job Vacancies page even though it is free for them and reaches both sides of the Tasman.

#### **9.5 Online Courses**

Council noted a report from Terry Fulljames and Maddy McMaster on the proposal to present some PD content online. It was noted that preliminary work shows that the provision of such courses have large upfront costs and in one University that has tried it the costs were prohibitive. The item was deferred for further work to be done.

**Action: General Councillors**

### **10. 2011 Meeting Schedule**

Council has approved the following schedule of meetings next year.

<b>Date</b>	<b>Meeting</b>	<b>Time</b>	<b>Place</b>
Fri 29 April 2011	Council	9.30 am	Adelaide*
Tue 31 May 2011	ATEM AGM	All day & night	By e-mail
14-17 August 2011	TEMC 2011	Gold Coast	Don't miss it!
Sun 14 August 2011	Council	9.30 am	Gold Coast
Tue 16 August 2011	Awards Breakfast & Members' Forum	8.00 am 8.15 am	Gold Coast Gold Coast
	ATEM Ghosts' Lunch	1.00 pm	Gold Coast
Fri 9 December 2011	Council	9.30 am	Sydney

\* Council will be meeting at the University of South Australia, in the Council Room (H5-26). The Central Region Reception will be held on Thursday evening in the Bradley Forum, followed by Council dinner at Regattas. There will be a block booking for all members at the Oaks Horizons Hotel <http://www.oakshotelsresorts.com/oaks-horizons>

#### **11. Farewell to Maree Conway**

The President Stephen Weller, RC Joanne Austin of the Bass Region, and Giles Pickford of the ATEM Secretariat all spoke in glowing terms of the significant contribution that Maree had made to the progress of ATEM, first as our historian in 1994, then as the leader of the ATEM 2000 Group in 1997, then as President in 2002 and finally as ATEM's first Executive Director from 2008 to December 2010. Gifts were presented from New Zealand by the RC Aotearoa and promised by the Convenor of Ghosts who had carelessly left the gift from Australia at home.

Maree responded and pointed out that, although there had been some dark days, she had always been supported by friends both strong and true and that they also deserved much of the credit.

*GP 14/12/10*