

ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT

ABN 72 682 233 729

There will be a meeting of the ATEM Council on **Friday 25 June at 9.30 am** at the Queensland College of Art Boardroom, S02_7.16, in the South Bank campus of Griffith University. The Council Meeting will be preceded by the Annual General Meeting of the ATEM Foundation Pty Ltd.

There will be a networking function on the late afternoon of Thursday 24 June, so when buying your tickets plan on arriving on Thursday morning or early afternoon.

The networking function will be in the "Gibson Room" on Level 10 of Z Block at QUT Gardens Point from 5.30 to 7.30 pm. <http://www.timetabling.qut.edu.au/Roominfo/GP/GP-Z10-Gibson.jsp> . After the networking function the Council dinner will be held in dell' Ugo's restaurant near Rydges Southbank: www.dellugosouthbank.com.au

All members will be booked into Rydges Southbank for the night of 24 June 2010. <http://www.rydges.com/hotel/0/RQSOUT/Rydges-South-Bank-Brisbane.htm> The cost is \$204 per night for bed and breakfast, or \$20 less without Breakfast. ATEM will refund the cost of 24 June only. You may wish to stay on a bit longer at your own expense. If you need any extra nights please contact James Harris on e-mail: james_harris@rydges.com or p: 07 3364 0820, f: 07 3364 0888, m: 0438 745 950.

DELEGATES

Stephen Weller	President
Linda McLain	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

Giles Pickford	Assistant Secretary, ATEM Secretariat
Peter Scardoni	Assistant Treasurer, ATEM Secretariat

AGENDA

Some documents could not be copied into the Agenda.

These are identified in the Agenda as a [separate document](#) sent out **with** the Agenda, but not **in** it.

***1. Welcome and Apologies**

Apologies have been received from Maree Conway.

***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

(a) The Minutes of the meeting held on 19 March 2010 at the University of Auckland are attached. Confirmation is recommended **Pages 5-12**

(b) The Flying Minute on the Fuji Xerox project of 10 May 2010 was resolved in the affirmative. It can be seen here: https://www.atem.org.au/about_meetings.cfm For information

4 Business Arising from the Minutes

***ATEM Action Sheet**

The ATEM Action sheet is attached. For discussion **Pages 13-17**

***5. Future Directions**

The Strategic Directions Statement is attached. For discussion **Pages 18-24**

6. Reports

***6.1 Quarterly Report of the ATEM President**

The President's report is attached. **Pages 25-26**

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

The Executive Director's report is attached. **Pages 27-32**

***6.3 Quarterly Report of the ATEM Treasurer**

The Treasurer's second quarter Financial Report is attached. **Pages 33-34**

6.4 Quarterly Report on Membership Statistics

A report from Neil Voyce is attached. **Pages 35-38** For noting

***6.5 Leadership Framework**

VP Linda McLain's report on a proposed Leadership Framework will be tabled. For discussion

6.6 Report of the Editor of the Journal

Ian Dobson's report on the *Journal of Higher Education Policy and Management* is attached. **Pages 41-45** For noting

6.7 Report from Susan Hudson

Susan Hudson's report on her research project on Staff Nomenclature is attached. **Pages 46-54**
For noting

7. TEM Conference Reports

***7.0(a) Managing the TEMC Refereed Stream**

A report from Ian Dobson is attached. [Pages 55-57](#) For discussion

***7.0(b) Report from the Joint Steering Committee**

A report from Tony Heywood on determining the location of the TEMC is attached. [Pages 57-58](#)
For discussion

***7.1 TEMC 2010 Melbourne**

*RC Joanne Austin's report is attached. [Pages 59-60](#) For discussion

***7.2 TEMC 2011 Gold Coast**

RC Carl Rallings's report is attached. [Pages 61](#) For discussion

***7.3 TEMC 2012 Adelaide**

RC Judy Szekeres's report is attached. [Page 62](#) For discussion

***7.4 TEMC 2015**

RC Jenny Martin's report is attached. [Page 62](#) For discussion

7.5 International & Other Conference Reports

The current list of overseas and local conferences for 2010 is below.

*7.5.1 Expressions of interest in 2011 Conferences were called on 1 May 2010. There was only one expression of interest from Carroll Graham of UTS who wishes to attend either ACCRAO or AUA. Her paper is attached. [Pages 63-65](#) For approval

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
Association of University Administrators, ? 2011 in ?	Carroll Graham OR	
Association of Collegiate Registrars and Admissions Officers 13-16 March 2011, Seattle	Carroll Graham	
Association of Caribbean Heads of Educational Administration early July 2010	No nominations for 2010	
<i>Australian Financial Review</i> Conference TBA		
Universities Australia Conference 2-4 March 2011, Canberra	Stephen Weller (Bass)	

8. Other Business

***8.1 Update of ATEM Policy Documents**

The Secretariat's report on the updated Policy Documents is a large formatted document and as such it was felt to be more suitable to send it as a [separate document](#) in the same e-mail as the Agenda. If a Councillor wants to see the tracking changes which came before the final document, please contact Giles Pickford. A copy will be available at the meeting. For adoption

8.2 Changes arising from the Governance Survey of Councillors

8.2.2 The Secretary's proposed induction package for new Council Members is attached. Pages 66-81 For adoption

8.2.3 The Treasurer and Assistant Treasurer's list of compliance and reporting requirements and deadlines is attached. Page 82 For noting

8.2.4 Regional Chairs will report on the outcomes of taking the Governance Survey back to their Regional Committees.

9. Other Business

9.1 Judy Szekeres's paper on the Induction Pack for new members is attached. Page 83
For adoption

9.3 A report from the Treasurer on Regional Scholarships is attached. Pages 84 For adoption

9.4 Preview of PD Program – Promotional Brochure

A preview of the promotional brochure for ATEM's PD Programs, and a copy of the PD Evaluation Summary for 2010 are attached as [separate documents](#) in the e-mail that carried the Council Agenda. For noting

10. Next Meeting

The agreed meeting schedule for 2010 is below.

Date	Meeting	Time	Place
3 October 2010	Council	9.30 am to 3.30 pm	Melbourne
5 October 2010	ATEM Awards Breakfast & Members Forum	6.30 am to 8.30 am	Melbourne
5 October 2010	ATEM Ghosts Lunch	12 noon – Ferry leaves	MCG
10 December 2010	Council	9.30 am to 3.30 pm	Sydney

GP 18/6/10

Item 3 March Council Minutes

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

Council Minutes

Minutes of a meeting of the ATEM Council held on Friday 19 March 2010 at 9.30 am in the Presentation Room, Clock Tower Building, University of Auckland.

PRESENT

Stephen Weller	President
Linda McLain	Vice-President
Tony Heywood	Vice-President
Toni Hodge	Association Secretary
Maddy McMaster	ATEM Councillor
Heather Davis	ATEM Councillor
Kate Rawlings	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Jenny Martin	Chair, NSW/ACT Region
John Swinton	Chair, South-east Queensland/Northern Rivers 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

Apologies were received from Rex Jones and Jo Miller.

The President welcomed the members and made the following announcements:

- Congratulations to Linda McLain on her re-election as Vice-President
- Congratulations to Heather Davis on her election as Association Secretary
- Thanks to Toni Hodge for her seven years of service to ATEM as a Councillor and as Association Secretary
- Welcome to Kate Rawlings, the newly elected Regional Chair for Aotearoa
- Thanks to John Swinton and Jo Miller for their service to ATEM as regional Chairs for SEQ/NR and Tropical Regions respectively, who have announced that they will not renominate for election in the current round.

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 11 December at the Crowne Plaza Hotel, Sydney, were confirmed.

There was a discussion about ATEM's practice of posting the Minutes of meetings on the web site prior to their confirmation. It was agreed that, as the draft minutes are circulated first to the President and Secretary and then to all Councillors, it is preferable for the membership of ATEM to be able to see the Minutes without having to wait three months to do so. It was also agreed that as the time for making amendments to the Minutes is within the fortnight following the meeting, therefore there was no need to make the Minutes a starred item on the next Agenda.

4 Business Arising from the Minutes

4.1 ATEM Action Sheet

The newly formatted ATEM Action Sheet was discussed and amended as attached to the Minutes. It was agreed that the membership targets should be placed on the open website together with the membership table from the CMS so that the members of ATEM could monitor progress with the membership campaign.

5. Future Directions

5.1 The ATEM Identity

Maree Conway made a presentation on the "Proof of Concept" discussions with Fuji Xerox. The report was noted. Council requested further advice on the amount of ongoing investment required to maintain the Campaign Connect system after the pilot project was completed.

5.2 The Future TEMC Conference

A report from the ATEM/TEFMA Joint Steering Committee was discussed. Council agreed to the directions that the Committee was taking and approved the Terms of Reference.

5.3 The Future ATEM Web Site

Maree Conway spoke to a paper from Evolution 7 which had been circulated outside the Agenda.

Council approved of the proposed plan and the estimated development cost of \$74,500, plus the additional fee of \$5500 to include online forums, and up to \$2400 for the development of newsletter templates. Specific deadlines against payment milestones were requested, with a deadline for completion of the new site one month before the TEMC in October 2010. It was agreed to launch the new site at the Conference.

6. Reports

6.1 Quarterly Report of the ATEM President

The President's report was discussed and it was resolved that it be received. The following resolutions were carried:

- That Barb Stubbs be formally welcomed as the new ATEM Administrative Officer

- That Dr Terry Fulljames, Director Academic of the Bay of Plenty Polytechnic, be appointed to the position of ATEM Councillor vacated by Heather Davis on her election as Association Secretary. Dr Fulljames's term would run from the 2010 AGM to the 2012 AGM. Dr McMaster's term as Councillor was confirmed as running to the 2011 AGM.
- That Regional Chairs be urged to complete the 2010 plans for PD Programs as soon as possible; and that in future years this must be done and completed by the end of November of the previous year allowing for a December release. The only details that are needed in December are Title, Abstract, Location, Fee, and if possible the name of the Speaker.

6.2 Quarterly Report of the Executive Director

The Executive Director's report was discussed and it was resolved that it be received. The following resolutions were carried:

- That all Councillors and members of the ATEM Secretariat will use the atem.org.au address, and monitor the correspondence daily at the following web site:
<https://www.google.com/a/atem.org.au>
- That ATEM begin to test Google docs for document development
- That further investigation of collaborative work with Customer Service Benchmarking Australia is approved.

It was also agreed that discussions should be held with Freehills to explore the expansion of their sponsorship of the Western Region across ATEM.

Council also supported the development of a number of ATEM 'protocols', such as Terminology, Communication, Action when an Office Bearer Resigns, which would be published on the ATEM wiki.

It was agreed that the deadline for finalising copy for the 2011 PD Program booklet would be 1 December 2010.

6.3 Quarterly Report of the ATEM Treasurer

The Treasurers Financial Report for Dec 2009 was received and the consolidated statements noted.

It was noted that there was a turnaround from a loss of \$119,000 in 2008 to a surplus of approximately \$75,000 in 2009

The Net assets reported on the Balance Sheet would increase by approximately \$50,000 when the Queensland bank accounts were included and the transactions to write off the old Victorian Branch were completed. These transactions will be done once the necessary bank statements were received.

The audit for 2009 could also not be completed until these statements and the necessary records from the Imprest Accounts were received. Action was in hand to complete these tasks.

To be certain that audited financial accounts could be presented at the AGM it was agreed to defer the AGM for this year to 30 May 2010.

The 2010 Budget was noted. The President highlighted that two regions were projected to operate in deficit for a second year and were requested to ensure that these would not remain in the 2011 Budget year or Council would need to consider the operations of the region. It was highlighted that there were Council expenses included in the Aotearoa budget which needed to be clarified by the Executive Director.

It was agreed that the Web-development could be financed in 2010. This could result in a small deficit in 2010 which could be funded from 2009 surpluses.

It was agreed that all ATEM investments should be transferred to and reported in The Foundation Accounts. This would result in a reduction in assets in the ATEM accounts but a corresponding increase in assets in the Foundation.

Council noted the large improvement in corporate membership renewals and it was agreed that Regional Chairs would assist with the remaining outstanding renewals

The Treasurer's report was discussed and resolved that it be received. The following resolutions were carried:

- That the Accounts be received and the forward budget be approved
- That the Column Heading "Council" ought to be replaced by "Association".
- That the AGM be moved forward to 30 May to allow for deadlines associated with Audit
- That the positive results in the Corporate Members' renewal campaign be noted and that the President's role in achieving these results is appreciated
- That the Regional Chairs and their Committees and the Institutional Coordinators be brought closer in to the campaign as they can often overcome difficulties at the local level
- That the Executive Director create a protocol for inclusion in the Wiki on the transfer arrangements from an old Regional Treasurer to a new Regional Treasurer.

6.4 Report on the Review of the ATEM Foundation

VP Tony Heywood's Report was discussed and it was resolved that it be received. The following resolutions were considered;

- Recommendation 1: That the ATEM Council clarify which five of its members that it has appointed as Directors of the Foundation Board.
- Recommendation 2: That the ATEM Council establish a policy for appointing Directors to the ATEM Foundation.

The Council considered both recommendations together. A policy was **carried** that the ATEM appointees on the Foundation Board be *ex officio* appointments in future. Those officers are to be: The Treasurer, the two Vice-Presidents, a Regional Chair (Ken McCluskey of the Western Region was chosen) and the Convenor of Ghosts. It was noted that the President would relinquish his membership of the Foundation Board at the next meeting when the Board considered appointments of non *ex officio* Directors.

- Recommendation 3: That the status quo continues with New Zealand Foundation at this stage. Further to this, a meeting with representatives from the NZ Foundation, the Aotearoa Regional Committee and the ATEM Council be held on an annual basis to review this position.

Carried

- Recommendation 4 That if a future decision is made for action regarding the New Zealand Foundation, the Trust Deed be reviewed to ensure consistency with the Constitution of the Australian Foundation as well as ensuring compliance with the requirements of the NZ Charities Act 2005.

Carried

- Recommendation 10: That ATEM Inc no longer participates in investing activities in conjunction with the ATEM Foundation.

Carried

- Recommendation 11: That existing funds invested with the ATEM Foundation either be given to the Foundation or liquidated and returned to an ATEM Inc bank account.

After discussion, a resolution was made to transfer these assets to the Foundation.

Carried

- Recommendation 12: That the ATEM Council establish amounts to provide guidance for the treatment of its surplus funds (beyond \$20,000 held in each impress account).

Defeated. Council preferred to discuss surpluses each time they occurred rather than be constrained by such a policy.

Council also received a report from Giles Pickford on the progress being made with the total endowment. It was noted that the three-year yield from dividends was 11.02% and the three-year capital gain was 19.52% giving a **three-year Annual Return of 30.54%**. This result puts the ATEM Foundation in the top ranking fund managers in Australia and is an especially gratifying result given the global financial crisis of 2008-2009.

6.5 Review of the Strategic Directions Statement

VP Linda McLain's report was discussed and the revised Strategic Directions Statement was approved. It was agreed that once finalised with minor amendments made at the meeting, all members should be advised of the link on the ATEM website where they could download a copy. A copy of the document is attached to these Minutes at pages 8-13

6.6 Leadership Framework

VP Linda McLain's report on a proposed Leadership Framework was discussed. It was agreed that the idea needed more work, including a greater emphasis on leadership and less on management. VP Linda McLain was asked to head a working group comprising Maddy McMaster, Heather Davis and Kate Rawlings, and collaborate further with Professor Geoff Scott of the University of Western Sydney.

6.7 Report from the Editor of the Journal

Ian Dobson's report on the *Journal of Higher Education Policy and Management* was noted with approval.

6.8 Report of the Returning Officer

Council noted that Linda McLain was re-elected as Vice-President of ATEM, and Heather Davis was elected as Association Secretary taking over from Toni Hodge who has served ATEM faithfully and well for seven years. Linda and Heather's terms start after the 2010 AGM this year and continue until after the 2012 AGM. The Returning Officer's Report was adopted.

6.9 Report from Susan Hudson

Susan Hudson's report on her research project on Staff Nomenclature was noted with approval.

7. TEM Conference Reports

7.0 Report from TEMC Steering Committee

VP Tony Heywood's report from the Joint Steering Committee was adopted.

7.1 TEMC 2010 Melbourne

RC Joanne Austin's on the 2010 TEMC in Melbourne was discussed and approved. Council noted that the TEMC program would be virtually paperless because each delegate will be given an ipod containing all they needed to know. Serious consideration is being given to doing away with the Conference Satchel, or having an optional satchel for those who want them. Council noted that there were already 110 registrations, and this has been achieved even before the formal launch of the TEMC 2010 web site on 31 March.

7.2 TEMC 2011 Gold Coast

RC John Swinton's report was received and adopted.

7.3 TEMC 2012 Alice or Adelaide

RC Judy Szekeres's report was discussed and Council debated the two options of Alice Springs or Adelaide. In the end Council adopted the Adelaide option, subject to TEFMA agreement, because of the following issues with Alice Springs:

- The TEMC is too large for the Alice Springs Convention Centre
- The venue for the trade fair is too small which would impact negatively on sponsorship
- The costs of importing the Audio-Visual components was high
- The distance and cost of travel is high
- The profit may be lower if the TEMC registrations fall as a result.

7.4 TEMC 2015

A submission from the Wollongong Bid Team was considered. It was noted that there was strong support for the bid by the University of Wollongong, Wollongong City Council, Tourism Wollongong and Bluescope Steel. Council was impressed by the concept and welcomed the return to a campus-

based TEMC. It noted that costs would be lower than for recent conferences as the venue and audio-visual components were being supported by the University. The President noted that the bid was comprehensive and attractive and it was agreed to refer the bid to the NSW/ACT Region for a subsequent recommendation to the June Council meeting.

It was noted that Paula Leishman had suggested that numbers may be lower for a Wollongong TEMC. The transport plan from the Airport put forward by Tourism Wollongong was also noted. It was agreed that the lower costs of holding an on-campus TEMC should more than cover the costs of transport.

It was noted that the venues for 2013 and 2014 would be Hobart and Perth respectively.

7.5 International & Other Conference Reports

Council noted a paper from the Secretariat on the strategic value of existing affiliate partnerships and the potential for new affiliations. It was resolved that ATEM cease to nominate members to AAUA conferences from 2011.

It was agreed that ATEM needed to look at the way it hosts international visitors and report back on a better plan.

The current list of overseas and local conferences for 2010 is below.

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
Association of Collegiate Registrars and Admissions Officers 21-24 April 2010 New Orleans	Ken McCluskey (Western)	
Association of American University Administrators 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	
Association of University Administrators 29-31 March 2010 Warwick	Stephen Weller (Bass)	
Association of Caribbean Heads of Educational Administration early July 2010	?	
Australian Financial Review Conference 8-9 June 2010	Judy Szekeres (Central) Giles Pickford (self-funded)	
Universities Australia Conference 3-5 March 2010	Stephen Weller (Bass)	

8. Other Business

8.1 Update of ATEM Policy Documents

At the request of the Executive Director this item was deferred for further work. The President suggested that these documents are an important source of information for all ATEM Members and they should be updated regularly.

8.2 Analysis of the Governance Survey of Councillors

Tony Heywood's report was discussed and the following resolutions carried:

- The Executive Director and Secretary were asked to review and clarify the Policy Document on Organisational Responsibilities
- The Secretary was asked to prepare an induction package for new Council Members
- The Treasurer and Assistant Treasurer were asked to prepare a list of compliance and reporting requirements with deadlines for each.
- That Regional Chairs take the report of the Governance Survey back to their Regional Committees and consider running the survey for their own operations.

9. Next Meeting

The agreed meeting schedule for 2010 is below.

Date	Meeting	Time	Place
19 March 2010	Council	9.30 am to 3.30 pm	Auckland
31 May 2010	ATEM AGM	All Day and night	Cyberspace
25 June 2010	Council	9.30 am to 3.30 pm	Griffith University
3 October 2010	Council	9.30 am to 3.30 pm	Melbourne
5 October 2010	ATEM Awards Breakfast & Members Forum	6.30 am to 8.30 am	Melbourne
5 October 2010	ATEM Ghosts Lunch	12 noon – Ferry leaves	MCG
10 December 2010	Council	9.30 am to 3.30 pm	Sydney

GP 29/3/10

Item 4 ATEM Action Sheet

No.	Category	Meeting	Action	Progress	Accountability	Status
1	ATEM Council	Sept 2009	Develop ATEM performance review system (KPIs)	No action to date – a report will be made to June 2010 meeting	Maree Conway Giles Pickford Peter Scardoni	Not yet started
2	ATEM Council	Sept 2009	Consider ATEM representative on AUQF Steering Committee for 2011 onwards		Stephen Weller	
3	ATEM Council	Mar 2010	Include Membership Targets and the Membership Graph from the CMS in the Open part of the web site		Maree Conway	
4	ATEM Council	Mar 2010	Investigate using Google docs for document development		Barb Stubbs Maree Conway	
5	ATEM Council	Mar 2010	Investigate further collaboration with Customer Service Benchmarking Australia		Maree Conway	
6	ATEM Council	Mar 2010	Hold discussions with Freehills to explore the expansion of their sponsorship of the Western Region across ATEM		Maree Conway and Ken McCluskey	
7	ATEM Council	Mar 2010	Development of a number of ATEM 'protocols', such as Terminology, Communication, Action when an Office Bearer Resigns, for publication on the ATEM wiki		Barb Stubbs Maree Conway	In progress
8	ATEM Council	Mar 2010	Update all Policy Documents		Giles Pickford Barb Stubbs	Done
9	ATEM Council	Mar 2010	Prepare an induction package for new Council Members		Giles Pickford Barb Stubbs	Done
10	ATEM Council	Mar 2010	Prepare a list of compliance and reporting requirements with deadlines for each.		Rex Jones and Peter Scardoni	Done

No.	Category	Meeting	Action	Progress	Accountability	Status
11	Awards, Grants and Scholarships	July 2009	Produce an Association scheme for funding regional scholarships (note includes item from December 2009 meeting)		Linda McLain Rex Jones	On the Agenda
12	Finances	2008	Complete Finance Manual, revise signatories		Rex Jones Peter Scardoni Jenny Martin	
13	Finances	2008	Payroll deductions introduced as widely as possible	Six institutions found to date. This option is not popular with Unis and is becoming less popular, Individual Fortnightly Deduction is better	Stephen Weller	Review needed
14	Finances	Sept 2009	Prepare policy document on budget principles and treatment of budget surplus		Stephen Weller Rex Jones	
15	Finances	Sept 209	Create separate entry in balance sheet for each type of asset		Rex Jones Peter Scardoni	
16	Finances	Dec 2009	Finalise budgets and transfer excess funds held in regional accounts		Rex Jones	
17	Foundation	Mar 2010	Transfer ATEM assets to the Foundation		Peter Scardoni	
18	Institutional Coordinators	July 2009	Follow through on action relating to Institutional Coordinators (See Minute 5.5 of the July 2009 meeting)	Working towards amendments at 2010 AGM	Recommendations 1 & 2 – Secretariat 3 – see Action sheet item 19	
19	Institutional Coordinators	Mar 10	ICs Welcome Package	Clarification of membership of working party confirmed at March 10 meeting. To be chaired by Heather Davis, includes Maddy McMaster, IC Peter Maywald, a NZ representative and one more IC. Yet to begin	Heather Davis, Maddy McMaster IC Peter Maywald other members tbc	Report of progress at June 10 meeting
20	Marketing	2008	Commission external communications expert	Discussion with Fuji Xerox underway, proof of concept meeting held Feb 10	Maree Conway	Underway
21	Marketing	2008	Re-develop ATEM website (note includes action from December 2009 action sheet)	Budget allocation made, website concept brief approved in March 2010, development underway. Progress report due June 2010.	Maree Conway	Underway

No.	Category	Meeting	Action	Progress	Accountability	Status
22	Strategic Directions	March 2010	Mentoring Program for middle Managers	June 2010 Council - Launch Nov 2011	Maree Conway Kate Rawlings Joanne Austin	Not yet started
23	Strategic Directions	March 2010	Scope a Clearing House for Career Development	October 2010 – Launch April 2011	Judy Szekeres Maddy McMaster	Not yet started
24	Strategic Directions	March 2010	Joint Study Tours with CHEMP and L H Martin	2011	Maree Conway and Councillors	Not yet started
25	Strategic Directions	March 2010	Develop Job Exchange Program	December 2010	Maree Conway + Project Group	Not yet started
26	Strategic Directions	March 2010	Build TMC as Flagship	Ongoing	VP Tony Heywood	On going
27	Strategic Directions	March 2010	Promote the higher membership grades by defining benefits	Ongoing	VP Linda McLain VP Tony Heywood	Ongoing
28	Strategic Directions	March 2010	(a) Publish Capabilities Framework as part of induction packages (b) Produce new welcome package for ICs (c) Produce welcome package for new members	2012	President Secretariat Judy Szekeres Heather Davis	Not yet started
29	Strategic Directions	March 2010	Re-develop and promote the ATEM Hon Fellow	2011	Linda McLain + Awards & Grants Committee	Not yet started
30	Strategic Directions	March 2010	Further develop relations with L H Martin Inst	Ongoing	President Maree Conway	Ongoing
31	Strategic Directions	March 2010	Build recognition through branding & marketing campaign	Ongoing	President VPs	Ongoing
32	Strategic Directions	March 2010	Review the Special Interest Groups	December 2010	Councillors	Not yet started
33	Strategic Directions	March 2010	Redevelop <i>Weekend Update</i> and make it available to the sector	December 2010	Maree Conway Giles Pickford	Not yet started
34	Strategic Directions	March 2010	Build the <i>Orientation to TE</i> program	April 2010	Maree Conway Councillors	First program held in April in Perth
35	Strategic Directions	March 2010	Monitor education trends globally and make available to the sector	October 2010	Project Group	Ongoing
36	Strategic Directions	March 2010	Continue <i>Hot Topics/Leading Thinkers</i> series	April 2010	President Maree Conway	Ongoing
37	Strategic Directions	March 2010	Review and update <i>Reading list of the Classics</i>	August 2010	Secretariat Councillors	Not started yet

No.	Category	Meeting	Action	Progress	Accountability	Status
38	Professional Development	Mar 2010	Develop PD Leadership Framework	Continue discussions placing a greater emphasis on leadership and less on management	Linda McClain Heather Davis Kate Rawlings	Underway
39	Risk Management		Monitor five main risks and review annually	Last done in 2009	Stephen Weller Linda McLain Tony Heywood	
40	Secretariat	July 2009	Centralise payment for ATEM Secretariat contractors at \$25/hour	Implemented, contract REO in Aotearoa to be renegotiated in March 2010	Maree Conway	Underway
41	TEMC	2008	Renegotiate Leishman contract to 2012 with TEFMA (Note this also incorporates action agreed at Council July 2009)	Discussions held, revised contract drafted	Tony Heywood	Near completion
42	TEMC	Sept 2009	Explore TEDx potential for TEMC in 2011	Not yet started	TEMC Steering Committee (Maree Conway)	Not yet started
43	TEMC	Dec 2009	Liaise with Leishman's about possibility of hypothetical on higher education worker nomenclature	Not yet started	RC Joanne Austin and the Local Area Committee	Not yet started
44	TEMC	Dec 2009	Discussion TEMC 2010 issues with TEFMA representative		Judy Szekeres	
45	TEMC	Dec 2009	Investigate ideas for TEMC 2010		Joanne Austin	
46	TEMC	Mar 2010	Set specific deadlines against payment milestones with a deadline for completion of the new site one month before the TEMC in October 2010. Launch the new site at the Conference.		Maree Conway	
47	TEMC	Mar 2010	Implement Council's choice of Adelaide for the 2012 TEMC		Judy Szekeres	
48	TEMC	Mar 2010	Consider recommendation to Council from the NSW/ACT Region for the 2015 TEMC to be held in Wollongong		Jenny Martin	
49	TEMC	Mar 2010	Improve at the way ATEM hosts its International Visitors and report back on a better plan.		Terry Fulljames Maddy McMaster Giles Pickford	

Item 5 ATEM Strategy Statement

Revision 19 March 2010

ATEM was established in 1976 to provide education and training for members, and to raise the profile of tertiary education administration and management as a professional undertaking.

Our Future

ATEM is the association of first choice for tertiary education managers, recognised for the quality of its programs and resources that support and connect people across the sectors.

What We Do

ATEM connects, supports and challenges individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand.

How We Do It

ATEM connects individuals across institutions and disciplines, supports individuals to develop their management skills and knowledge, and challenges the sector to recognise the professional nature of tertiary education management. We do this by:

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

Our Values

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

Our Stakeholders

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

We provide a range of professional education and training programs, career development and other resources and services that are available to anyone with an interest in tertiary education management.

We work collaboratively across the sector, with governments, other professional associations and with institutions in pursuit of our aims. ATEM's remit crosses functional, specialist and professional boundaries and, as the only professional association dedicated to the tertiary education

management sectors in Australia and New Zealand, we are in a unique position to connect individuals and groups who might not otherwise interact with each other, and to bring together like minds to strengthen the sector.

ATEM membership brings with it an additional set of benefits and expectations, and requires a commitment on by individuals to further develop their knowledge, skills and careers in tertiary education management in a structured and focused way. Our members are professionals, and we support them to challenge themselves to develop their professionalism, both in their approach to their work, and in their conduct in the workplace. Our expectations of our members are high, and we regard them as current and future leaders in tertiary education management.

Strategic Priorities 2010 - 2012

Initiative	Outcome	Measures	Timeline	Resources	Accountability
1	Growing Careers				
1.1 Establish mentoring program for developing and middle managers and invite expressions of interest from the sector in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.	Proposal approved by Council	June 2010 Council meeting	Costing to be identified as part of proposal	Councillors Two Regional Chairs Executive Director
		Pilot program launched	March 2011		
		20 mentor relationships established	November 2011		
1.2 Scope what resources are available to members and build a library of career development resources (clearinghouse approach) Review existing career development support	ATEM is recognised in sector for quality of career development resources provided to the sector and for members.	Guidelines and briefing paper developed	October 2010 Council meeting	Costing to be identified as part of proposal	Project Group
		Collection strategy launched to regions and key contacts	November 2010		Project Group
		New web pages launched with at least 15 resources	April 2011	Changes to website to be costed	Project Group
1.3 Investigate possibility of running joint study tours with Centre for Higher Education Management and Policy (CHEMP) and the LH Martin Institute.	Increased awareness of the sector in an international context	Discussions held with CHEMP & LH Martin	2011	Not required	Executive Director Councillors
		Report of feasibility study to Council with detailed costing	2011	Costing to be identified if study tours go ahead from 2011-2012	Executive Director Councillors
1.4 Explore ways to further develop and formalise and promote the job exchange program that currently exists.	Job exchange program supported by institutions, measured by increasing number of exchanges each year.	Proposal and communication plan approved by Council	June 2010 Council meeting	Costing for ongoing program to be identified during 2010	Executive Director Project working group
		Three institutions agree to offer at least one exchange in 2011	December 2010		PD Coordinator Project working group

Initiative	Outcome	Measures	Timeline	Resources	Accountability
2 Building Professionalism					
2.1 Continue to build the Tertiary Education Management Conference as flagship event.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	80% positive evaluations On budget	Agreed conference timelines with TEFMA	Conference Budget as agreed	Designated Vice-President Steering Committee
2.2 Clarify benefits for and of Associate Fellow and Fellow and promote to existing and potential new fellows.	Number of Associate Fellows and Fellows increases each year	20% increase in Associate Fellow and Fellows per year	Annual	None required	Vice-Presidents
2.3 Publish the ATEM Capabilities Framework and promote within the sector, and provide to new members as part of induction package.	Capabilities Statement recognised in the sector for career development purposes	Capability statement included in Regional programme launch	2012 programme	None required	President Secretariat
2.4 Re-develop the ATEM Honorary Fellowship to create a sector-wide award for outstanding contributions to advancing the professionalism of tertiary education management.	ATEM Award is regarded as prestigious in the sector.	Criteria developed & agreed	2011	None required	Awards and Grants Committee
2.5 Strengthen ATEM operations by: 2.5.1 improving induction for new members and office bearers, and continuing to professionalise services to Council, members and the sector, 2.5.2 building the role of Institutional Coordinators to ensure appropriate support and information is available to them, and 2.5.3 seek feedback from members and institutions on a regular basis.	ATEM's operations are efficient and professional, measured by feedback from members and institutions	Satisfaction with induction All regions have IC's Regional reporting of use of IC's Survey & Report annually	2011	None required	Secretariat Councillors

Initiative	Outcome	Measures	Timeline	Resources	Accountability
3 Connecting People and Groups					
3.1 Further develop ATEM's relationship with the LH Martin Institute.	Strengthened reputation in relation to professional development and awareness of the sector. Opportunity to collaborate with senior leaders and Corporate Members.	Jointly developed and offered programs.	One program to run in 2010	None required	President Executive Director
3.2 Build recognition of ATEM's mission in the sector, including marketing and branding campaign.	Establishment of a clearer and more defined profile for ATEM that builds upon past reputation.	Successful brand implementation/recognition Communicating/marketing strategy to be developed to connect with key groups and people.	From 2010 Proposal for September 2010 Council.	Continued funding for brand development and implementation.	President Vice-Presidents
3.3 Review current special interest group designations by members when they join, to identify ways in which those groupings can provide the basis for member networks, either face-to-face or online via social networking sites (eg ning and facebook).	Structured 'sub-membership' opportunities within ATEM that recognise broad focus of ATEM yet allows for specialist connections.	Review current SIGs and update as needed. SIGs are active online.	Relaunch of SIGS following launch of new ATEM website.	Coordinators of SIGS will need to be appointed.	Councillors
3.4 Re-develop Weekend Update to be an email newsletter to which the public can subscribe, within the context of improving recognition of ATEM in the sector.	Increased profile of ATEM and increased awareness amongst members.	To be completed as part of ATEM website re-development.	By end 2010	Council funding for ATEM website re-developed and ongoing costs of e-newsletter	Secretariat

Initiative	Outcome	Measures	Timeline	Resources	Accountability
4 Understanding the Sector					
4.1 Build the <i>Orientation to Tertiary Education</i> program as a flagship for ATEM.	High profile professional development that also raises the profile of ATEM to new staff within the sector.	New program offered in 2010	April 2010		Councillors Executive Director
4.2 By continually monitoring education trends and developments globally, develop a clearinghouse of resources about the tertiary education sector with some resources being publicly available via the ATEM website.	Resources are recognised in the sector for their quality and value.	Guidelines and briefing paper developed	October 2010 Council meeting	Costing to be identified as part of proposal	Project Group
		Collection strategy launched to regions and key contacts	November 2010		Project Group
		New web pages launched with at least 15 resources	April 2011	Changes to website to be costed	Project Group
4.3 Continue the <i>hot topics/leading thinkers'</i> seminar series that is widely promoted to the sector, to build ATEM's reputation as a source of authoritative information on current and future policy. Target corporate members to lead/speak at these sessions.	Increased profile for ATEM in the sector as well as delivery of relevant professional development.	At least three seminars each year in at least two regions	Annual	As part of professional development budget	President Executive Director
4.4 Review <i>Reading List of the Classics</i> for currency, and promote to membership and sector.	Key resource is recognised by the sector, and used in induction programs in institutions.	Report of review presented to Council	June 2010	None required	Secretariat Councillors
		Launch of revised list	August 2010	None required	Secretariat Regional chairs

Initiative	Outcome	Measures	Timeline	Resources	Accountability
5 Financial Security					
5.1 Development and implementation of a rolling 3 year financial plan	More structured and embedded approach to medium/long term financial planning	3 year financial plan endorsed by Council	December 2010	None required	Treasurer Regional Chairs
5.2 Design and implementation of a revised budget process	Budget process/instructions document (including budget parameters and timeline)	Timely submissions of budgets At least one revision of budget during the budget year	July 2010	None required	Treasurer Assistant Treasurer
5.3 Improve financial sustainability by diversifying income streams 5.3.1 Sponsorship outside of TEMC i.e. website, PD programs 5.3.2 Management fees from consultancies	Funding available to support strategic and operational objectives through increased sponsorship, and establishment of consultancy	Percent of income	Each year for the association beginning 31 December 2010	As determined in budget As determined in budget	President Regional Chairs Council Executive Director
5.4 Development and implementation of a membership recruitment plan	Increase in membership Explore potential alternative membership packages	10% per annum increase in membership subscriptions	September 2010	None required	Council Regional Chairs

Item 6.1 Quarterly Report of the President

Council Membership

At this June meeting of Council I am pleased to welcome three new members to the Council. Carl Rallings from University of Southern Queensland takes up the role of Regional Chair of the SEQ/NR Region, Anna-Maree Williams from James Cook University takes up the role of Regional Chair of the Tropical Region, and Terry Fulljames of Bay of Plenty Polytechnic takes up the role of ATEM Councillor. I look forward to the contribution of these new members.

Events and Activities

In the last week of March Maree Conway and I attended the Association of University Administrators (AUA) Annual Conference at Warwick University. The conference allowed Maree and me to meet and exchange ideas with our AUA colleagues as well as consider the organisation of the AUA Conference as we consider the ATEM Conference. In my role as ATEM President I presented a session on Advancing Professionalism in Tertiary Education and participated in a Closing Plenary Panel to provide an international perspective.

I had the opportunity to speak at the Australian Financial Review Conference on 08 June 2010. This opportunity arose through ATEM's continued support and promotion of the Conference and in turn provided ATEM with an opportunity to promote ourselves to conference delegates with inclusion of the new and re-branded Membership Brochure. I had a number of comments at the Conference, from existing and prospective members, about the re-branded brochure and in all cases the feedback was very positive.

On 17 June I also had the opportunity to present a perspective on professionalism in tertiary education as well as an overview of the changes underway in ATEM at the Central Queensland University Professional Showcase. This invitation was extended by Jo Miller when she was Chair of the Tropical Region and allowed me to meet ATEM members at CQU including the new Institutional Co-ordinator Nerine Williams.

Branding and Promotion

Further to the positive feedback in relation to the new Membership Brochure, over the last few months the new ATEM brand continues to make its presence felt and I continue to have very positive feedback. The progressive release of the display banners and the roll out of the branded business cards all featuring the new logo continues to increase our profile in the sector.

Marketing and Professional Development

I have had an opportunity to view early development for the redeveloped ATEM website and am pleased to indicate that although at an early stage I believe that it will deliver us the significant transformation that we have been hoping for. Not only is the new brand and imaging very clearly coming through and making a strong impact but the functionality is strongly aligning with our strategic priorities.

In addition to this work being lead by Maree Conway and Barb Stubbs with Evolution 7 in the finalisation of the 2010 Annual Professional Development Brochure is very exciting. Although this brochure will come late in 2010 it provides an opportunity to showcase our offerings to a wider

audience and more importantly lays the framework for us to release a 2011 version in late 2010 to coincide with the relaunched website. Whilst I believe that our profile is increasing, it is this program brochure that has the greatest capacity to increase our presence, and relevance, in the sector.

Our Patron, Ian Chubb AC will retire on 30 June 2010. Our policy on the Patron is below. For discussion

Dr Stephen Weller
ATEM PRESIDENT
18 June 2010

Patrons of ATEM from 1999 to the Present

Emeritus Professor Peter Karmel AC 1976, CBE 1967, BA (Melb), PhD (Cantab) , Hon LLD (UPNG, Qld, Melb, ANU), Hon D Litt (Flinders, Murdoch, and Macquarie), DUniv (Newcastle), FASSA, FACE.

Patron of ATEM from 1999-2001

Emeritus Professor Fay Gale AO 1989, BA (Hons) PhD, DUniv (Adel), Hon D Litt (W.Aust), FASSA, FAIM.

Patron of ATEM 2001-2003

Professor Ian Chubb AC 2006, MSc, DPhil, (Oxon), Hon DSc (ANU).

Patron of ATEM from 2003 to 2011

ROLE

The Patron is a senior and respected member of the tertiary education sector in Australasia, who has consented to be identified with ATEM, and to assist in the development and promotion of ATEM. The Patron will have links and contacts which are of immense benefit to ATEM in Australasia.

The Patron understands and publicly supports the role of ATEM in the sector as the professional association for all those who manage and administer tertiary institutions in Australasia.

One specific public role which the Patron has agreed to fill is to preside at ceremonial events such as official openings, awards presentations and similar events.

In addition, the Patron has also agreed to attend the Annual Tertiary Education Management Conference each year, and provision for this is made in the ATEM Council budget.

Given the standing and position of the Patron, the Patron may be asked by the President to assist in facilitating contact for the President and ATEM to ensure that ATEM's voice is heard in political and tertiary education circles throughout Australasia..

Item 6.2 Quarterly Report of the Executive Director

1 Professional Development

1.1 ATEM Programs

The Orientation to Higher Education program was held in Perth on 21 April, with a mix of attendees from higher education, private institutions and TAFE. This was the first offering of this program for some years. Speakers included Giles Pickford (the past), Lynn Meed (the present), me (the future) and two Western local, Juris Varpins and Scott Gardner who presented on career development in the sector. Feedback has been positive, although some tweaking of the program will be done. The LH Martin Institute has agreed to co-badge the program, and it is likely that it will be developed into an orientation to the tertiary education sector over the next few months.

The Middle Managers Program will run in Melbourne from 7-9 July, with the Expanding Your Influence program scheduled for 18-20 August in Brisbane. The Leading Thinkers Series will take place in the second half of the year.

For noting

1.2 Evaluations

The January-June 2010 evaluations report is sent out as a [separate document](#) attached to the e-mail that carried the Agenda. For Council's consideration

It should be noted that not all regions have been using the online evaluation system, so this report does not include every program run. The next report July-December 2010 will include all programs run during that period.

1.3 Professional Development Fees

Some issues were experienced with implementing the new affiliate fee for professional development programs (website changes, communication of policy), but the system is now functioning well.

From 2011, it is recommended that the program fee be set at 10% above the affiliate fee to ensure PD income is sustained at current levels. For consideration

1.4 Online Courses

I have been working with Jodie Davis from the Graduate School at the University of Newcastle to set up a pilot online course to run as part of our professional development program. The university has been very helpful and I started work setting up their Blackboard system to develop the first course – at no cost to ATEM. I have not been able to devote enough time to this process, and it has basically stalled.

Council will recall that we agreed to pilot an online course to test whether or not this form of course delivery would be useful to our members. I believe it is an appropriate delivery method for specific courses and that we should pursue further development of the pilot program.

Members have indicated in member surveys that since most professional development is conducted in capital cities, it is often difficult for members in rural areas to attend programs. An online delivery presence allows us to provide access to professional development for those members.

It is recommended that Council set up a working group consisting of both Council members and interested members from regions (there has already been an expression of interest from the NSW/ACT region) to determine whether to continue with the further development of the Newcastle Blackboard pilot course. This working group should include Jodie Davis from Newcastle.

The group should also be asked to explore other online delivery methods such as webinars and video/podcasting, and to investigate open source online course delivery systems such as Moodle. For consideration

2 Brand Integrity

There have been a couple of notable examples of the new ATEM brand being changed outside the specifications of the style guide. At the risk of incurring the label of brand police, there are a couple of basic rules that should not be broken when using the logo:

- (i) NEVER stretch or enlarge the logo so that it is blurred, and
- (ii) the logo is designed to be shown with white space around it – it does not need to be put in boxes and ovals.

The logo is the first image that people see and it represents ATEM 'out there'. It must be used according to the style guide requirements. Any questions about brand usage can be directed to me. For noting

3 ATEM Secretariat

The Secretariat met by teleconference on 31 May (minutes are attached for noting). A responsibilities document has been prepared for each member of the Secretariat, and this will be provided to Council at its October 2010 meeting.

The relationship of Regional Executive Officers (REO) to the Secretariat is slowly taking shape, although there are some issues associated with the REO role being undertaken by more than one person. These issues are being resolved, and with the standardisation of contracts over time, will disappear.

The Secretariat will have its face-to-face meeting in Melbourne in July (postponed from 2009), and will have a presentation from Fuji Xerox and a short team building program provided by Julie Warnock. For noting

4 Partnerships

Please refer to background paper on ATEM Partnerships following. **For discussion**

4.1 Background

ATEM currently has a partnership with the LH Martin Institute that involves developing and co-badging professional development programs and co-sharing the cost of publishing the ATEM Journal. Regions sometimes have partnerships with organisations – for example, the successful relationship with Freehills in the Western Regions. We have talked about

developing partnerships with other organisations, but these relationships usually emerge from opportunity rather than planning. These partnerships are broader in nature to conference sponsorship arrangements.

I am currently in discussions with Customer Service Benchmarking Australia (CSBA) about establishing a partnership with them around the development of a customer service benchmarking program. Prior to documenting any agreement, however, we need to consider more general principles that define 'ATEM partnerships'.

4.1.2 Proposed Partnership Principles

A partnership will generally be for a specific purpose – for example, developing joint professional development programs or jointly running specific projects.

The nature of each partnership will be negotiated with the organisation.

Written agreements will document the benefits expected to be provided for ATEM and the partner organisation. Costing of benefits may be appropriate in some cases.

Partnership agreements will include a review clause (at least annually), with the option for either party to opt out of the agreement at that time.

4.1.3 The ATEM-CSBA Partnership

As Council is aware, there have been several discussions with CSBA about a possible partnership arrangement.

The driver behind this partnership is that customer service is a core function of tertiary education administration and management. In the future, it will be seen as a key driver of differentiation as institutions compete for students on an international basis. . This is an area of activity that is not usually managed holistically, either across institutions or across a sector or sectors. ATEM has an opportunity to work with CSBA to build this holistic approach to building knowledge, skills and capability in customer service in the tertiary sector.

Because CSBA work in different industry areas – for example, local government and utilities – customer service benchmarking across industries is also possible.

The following areas of possible partnership activity have now been identified.

CSBA will extend their current customer service benchmarking program to sector wide – including the VET sector, with the program to be delivered by them as an ATEM program, at no cost to ATEM. We will advertise, promote and market the program to the sector, and ensure that reports from the program are circulated to the sector, including our corporate members.

CSBA are developing a journey mapping program which brings together staff and customers to explore solutions to identified customer service issues – this program would also be available to ATEM as part of the agreement.

CSBA will offer discounted rates to ATEM members for their workshops and Masterclasses (CSBA will provide a one page article in ATEM Matters).

CSBA will continue to provide sponsorship for the Student Service Centres Conference, and would like to explore with ATEM a new form of sponsorship that would be an annual payment to cover sponsorship at both conferences.

ATEM will introduce a customer service stream at the TEMC as an ATEM stream, separately managed to the conference call for papers by ATEM and CSBA. This stream will focus on current trends in customer service, such as journey mapping, measuring customer service, delivering service across organisational silos.

ATEM will provide CSBA with a subscription to the Journal of Higher Education Policy and Management at no cost.

4.1.4 Recommendations

4.1.4.1 Council approve the proposed partnership principles provided in Section 4.1.2 of this paper.

4.1.4.2 Council approve the drafting of an agreement with CSBA as defined in Section 4.1.3 of this paper for the period 1 July 2010 to 30 June 2013, with an annual review before 30 June each year.

4.1.4.3 Council appoint the Executive Director and Secretary and Vice-President responsible for professional development to manage this partnership with CSBA.

4.1.4.4 Council consider the suggestion that a new form of sponsorship package be developed that will cover TEMC and SSCC sponsorship in the one fee.

Maree Conway
Executive Director

8 June 2010

4.2 AUA

Following discussions with AUA at their conference in March, a paper on how we might further strengthen our relationship was prepared. This has been endorsed by AUA and is attached here for consideration by Council.

4.2.1 ATEM Council Briefing Paper: Strengthening the ATEM-AUA Relationship

I attended the AUA Conference at the University of Warwick from 29 March-1 April 2010 to hold discussions with AUA about the expansion of our existing Memorandum of Agreement. The current Agreement allows for reciprocal conference attendance at each other's conference.

I met with the current Chair of AUA, Maureen Skinner, the Executive Director, Alison Robinson and the Convenor of the International Special Interest Group, Matthew Andrews. The International SIG is charged with managing the international link of the AUA as well as a

number of international programs. I also had a brief discussion with Giles Brown, who edits the AUA Journal, Perspectives.

The meetings were positive, and we agreed to further explore the following areas of possible collaboration.

- a. Explore how the AUA Continuing Development Professional Framework can be aligned with ATEM's Capabilities Framework. Both frameworks have their advantages, and it may be possible to incorporate AUA's Framework into ATEM's approach. It is unlikely that a single framework could be developed at this stage, as the AUA Framework is new, and has been funded by a number of organisations, and identical frameworks may not be useful in terms of context, funding, government regulations etc.
- b. Explore how the AUA Code of Professional Standards and ATEM Code of Conduct might be merged or aligned (they are already very similar).
- c. AUA will identify whether it would be possible to adapt the curriculum of its Postgraduate Certificate in Educational Practice to be able to offer it in Australia. They have recently done this to deliver the program in Ireland. ATEM could work with the LH Martin Institute on this activity, since the practitioner focus of the AUA program would complement the Masters program it currently runs.
- d. We agreed to formalise the process for selection of attendees at each other's conferences, so that there was an agreed timeline and process for selection.
- e. Strengthening the ability of both associations to provide job exchange programs was discussed, but recent changes to the UK Border Agency requirements means that this may take some time to resolve. AUA would need to apply to be a sector sponsor of incoming exchange workers. This process would need to be more formalised than it is now.
- f. We agreed to explore how we could link like special interest groups virtually. This would need to occur after the new ATEM website has been launched in October.
- g. Explore how, if at all, the two Journals could cooperate in terms of paper submissions – that is, referring papers not appropriate for one journal to the other journal for consideration. Another suggestion was to invite people to provide a UK/Australian perspective on papers on particular issues – for example, a paper on an issue from a UK perspective could be complemented by a response on the issue from an Australian perspective, and vice-versa.
- h. Finally, the AUA is holding a year of jubilee celebrations in 2011, and one of activities being planned is a Summit of Higher Education Associations. While the shape and form of the Summit is yet to be determined, the idea is to make it an annual event for the associations involved, with each association hosting the Summit in turn. For discussion by Council

4.3 Customer Service Benchmarking Australia (CSBA)

A proposal for an agreement with CSBA is attached to this report. The proposal also raises an issue about conference sponsorship. For consideration

4.4 Fuji Xerox

Following Council's approval by Flying Minute, work on the Campaign Connect pilot has commenced. The system will be developed and operational by the end of June. Training will be provided to Barb Stubbs and me, and we will then work with REOs to familiarise themselves with the system and to start using it. A presentation/training session will be held with Fuji Xerox at the Secretariat's July meeting. For noting

4.5 LH Martin Institute

The relationship with the LH Martin Institute continues to develop. Along with co-branded programs, we are collaborating on the development of a proposal for a mobility scheme with DEEWR, and a website for the Tertiary Education Associations Forum. For noting

4.6 Freehills

An approach to Freehills to extend their current arrangement with the Western Region across the Association has not been undertaken yet, but will be done before the next Council meeting. For noting

5 ATEM Website

Work to build the new ATEM website is underway and on schedule – a concept site has been developed, and work is underway to build the content management system (CMS). A new, high quality set of stock photos has been purchased to replace the 'tired' photos used on the current site.

The re-build will include the re-introduction of online forums, with the Student Service Centres group willing to run the first forum. We will need to decide what forums we want on the site when it goes live, and we will also need to appoint forum moderators to ensure that the forums stay active.

Evolution 7 is also preparing a proposal for a variation to the contract for new functionality to allow a PDF flyer (and possibly the PD Program Booklet) to be produced from the CMS.

Completion of the site is expected in early September, so that we will be able to test it before going live at the TEMC in October. For noting

6 Outstanding Action Items

6.1 KPI Framework

Work on drafting a KPI framework for ATEM has started, and will be ready for Council to consider at its October 2010 meeting.

For noting

Maree Conway
Executive Director
2 June 2010

Item 6.3 Quarterly Report of the Association Treasurer

ATEM Financial Performance for the period 1 January to 31 March 2010

Income for the 1st quarter of 2010 amounted to \$154,000 which is approximately 19.3% of the expected income as set out in the annual consolidated budget. The principal sources of income were Regional PD activities \$45,801, 2009 conference surplus of \$40,617 and members and corporate subscriptions of \$49,208.

Expenditure for the quarter amounted to \$124,500 which is approximately 14.9% of the expected expenditure as set out in the annual consolidated budget. The major expenditures for the quarter were executive and regional admin support \$42,684, PD expenses \$21,945 and meeting expenses \$17,596. No significant amount of funds had been paid by the end of the quarter for the upgrade of the ATEM website.

Consequently the Association returned a surplus for the quarter of \$29,375 compared to a forecast loss for the year of \$39,800. Regional activities returned a surplus of \$21,025 for the quarter and the council surplus amounted to \$10,623. At the end of March the journal was in deficit to the tune of \$2,273.

The Aotearoa Region's financial performance for the first quarter amounted to a loss of \$NZ 6,252. Membership contributions by Regions to 31 March 2010 are set out at the bottom of the statement

Balance Sheet

The consolidated Balance Sheet as at 31 March 2010 identified that the total Assets amounted \$424,632 of which \$306,390 was cash or cash equivalents. Liabilities as at the same date amounted to \$37,400, of which \$20,252 are funds owed to HOSA and are not likely to be redeemed in the near future.

Member's funds amounted to \$387,232 at the end of March 2010 an increase of \$29,375 over the end of December 2009 balance.

The Balance Sheet of the Aotearoa Region identified net assets of \$NZ 2,421 at the end of the March quarter. However Councillors are advised that this is an operating account and only holds sufficient funds to meet the requirements of the Region

Audits

I wish to advise that the audit of ATEM's Regional, Corporate and the Foundation Accounts for 2009 were completed in time for the Annual General Meeting of the Association and in relation to the Foundation in time to meet ASIC requirements without incurring any penalty.

Other Financial Issues

To ensure the financial viability of ATEM I consider that it is important that as a Council we regularly

review our membership fees and also produce a detailed budget of ATEM's operations for the coming year.

To support these initiatives I consider that the two items should be included for discussion and approval at the appropriate Council meeting each year.

In relation to the membership fees, and this includes corporate membership, I am advised by Giles that the approval of any changes / increases in fees has to be approved by members at the Annual General Meeting (AGM). As the AGM is usually held in April / May I consider that this issue needs to be agreed and recommendations made to the membership at the March Council meeting.

The review of fees could be carried out by a subcommittee or included as part of the Budget process.

In relation to the budget I consider that this process should start in September / October and be completed such that regional, council and the consolidated corporate budgets can be presented to the December Council meeting for consideration and approval.

Finance Manual

A proposed timeline for revision of the Finance Manual is below. For approval

Date	Draft	Accountability
June		
15 th July	Draft 1	Jennifer Martin to send to Peter Scardoni
15 th August	Draft 2	Peter Scardoni to send to Rex Jones
15 th September	Draft 3	Rex Jones to circulate to Council
3 rd October	Draft 4	Council to discuss and endorse if possible
3 rd November	Draft 5 (if needed)	Council to endorse via flying minute if needed

ATTACHMENTS SENT SEPARATELY

The following attachments were sent as [separate documents](#), attached to the e-mail that carried the Agenda.

1. Annual Consolidated Budget 2010
2. Consolidated Balance Sheet as at 31 March 2010
3. Regional Finances

6.4 QUARTERLY REPORT ON MEMBERSHIP DETAILS AS AT 31 MAY 2010

AOTEAROA REGION

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	0	0	0
Members	144	-12	156
A. Fellows	3	-1	4
Fellows	10	1	9
	<u>157</u>	<u>-12</u>	<u>169</u>
Corporate:			
Members	67	5	62
A. Fellows	1	0	1
Fellows	2	0	2
	<u>70</u>	<u>5</u>	<u>65</u>
Emeritus:			
Members	1	0	1
A. Fellows	0	0	0
Fellows	4	0	4
	<u>5</u>	<u>0</u>	<u>5</u>
Financial	232	-7	239
Non Financial	22	18	4
Pending	0	0	0
TOTAL	<u>254</u>	<u>11</u>	<u>243</u>
Membership Movement			
This Year	4.53%		

NSW/ACT REGION

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	1	0	2
Members	226	-4	230
A. Fellows	7	1	6
Fellows	1	0	1
	<u>235</u>	<u>-3</u>	<u>239</u>
Corporate:			
Members	88	22	66
A. Fellows	0	0	0
Fellows	0	0	0
	<u>88</u>	<u>22</u>	<u>66</u>
Emeritus:			
Members	18	2	16
A. Fellows	1	0	1
Fellows	2	0	2
	<u>21</u>	<u>2</u>	<u>19</u>
Financial	344	21	324
Non Financial	17	-15	32
Pending	1	-1	2
TOTAL	<u>362</u>	<u>5</u>	<u>358</u>
Membership Movement			
This Year	1.40%		

Bass Region

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	1	0	2
Members	294	-14	308
A. Fellows	5	0	5
Fellows	7	1	6
	<u>307</u>	<u>-13</u>	<u>321</u>
Corporate:			
Members	69	33	36
A. Fellows	0	0	0
Fellows	0	0	0
	<u>69</u>	<u>33</u>	<u>36</u>
Emeritus:			
Members	4	-1	5
A. Fellows	0	0	0
Fellows	2	0	2
	<u>6</u>	<u>-1</u>	<u>7</u>
Financial	382	19	364
Non Financial	35	-8	43
Pending	3	1	2
TOTAL	<u>420</u>	<u>12</u>	<u>409</u>
Membership Movement This Year	2.93%		

SEQ/NR REGION

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	0	0	0
Members	55	-8	63
A. Fellows	1	0	1
Fellows	2	-1	3
	<u>58</u>	<u>-9</u>	<u>67</u>
Corporate:			
Members	36	7	29
A. Fellows	0	0	0
Fellows	0	0	0
	<u>36</u>	<u>7</u>	<u>29</u>
Emeritus:			
Members	6	1	5
A. Fellows	0	0	0
Fellows	2	-1	3
	<u>8</u>	<u>0</u>	<u>8</u>
Financial	102	-2	104
Non Financial	7	3	4
Pending	0	0	0
TOTAL	<u>109</u>	<u>1</u>	<u>108</u>
Membership Movement This Year	0.93%		

Central Region

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	1	0	1
Members	81	-13	94
A. Fellows	1	0	1
Fellows	4	0	4
	<u>87</u>	<u>-13</u>	<u>100</u>
Corporate:			
Members	22	19	3
A. Fellows	0	0	0
Fellows	2	2	0
	<u>24</u>	<u>21</u>	<u>3</u>
Emeritus:			
Members	1	0	1
A. Fellows	0	0	0
Fellows	1	0	1
	<u>2</u>	<u>0</u>	<u>2</u>
Financial	113	8	105
Non Financial	12	-6	18
Pending	0	0	0
	<u>125</u>	<u>2</u>	<u>123</u>
Membership Movement			
This Year	1.63%		

TROPICAL REGION

	31/5/10 Actual	2010 Movement	31/12/09 Actual
Individual:			
Students	0	0	0
Members	21	6	15
A. Fellows	1	0	1
Fellows	1	0	1
	<u>23</u>	<u>6</u>	<u>17</u>
Corporate:			
Members	14	2	12
A. Fellows	0	0	0
Fellows	0	0	0
	<u>14</u>	<u>2</u>	<u>12</u>
Emeritus:			
Members	2	-1	3
A. Fellows	0	0	0
Fellows	0	0	0
	<u>2</u>	<u>-1</u>	<u>3</u>
Financial	39	7	32
Non Financial	1	-6	7
Pending	0	0	0
	<u>40</u>	<u>1</u>	<u>39</u>
Membership Movement			
This Year	2.56%		

WESTERN REGION

	31/5/10	2010	31/12/09
	Actual	Movement	Actual
Individual:			
Students	1	0	1
Members	48	2	46
A. Fellows	4	0	4
Fellows	2	0	2
	<u>55</u>	<u>2</u>	<u>53</u>
Corporate:			
Members	26	6	20
A. Fellows	0	0	0
Fellows	1	0	1
	<u>27</u>	<u>6</u>	<u>21</u>
Emeritus:			
Members	4	0	4
A. Fellows	0	0	0
Fellows	0	0	0
	<u>4</u>	<u>0</u>	<u>4</u>
Financial	86	8	78
Non Financial	3	-2	5
Pending	0	0	0
	<u>89</u>	<u>6</u>	<u>83</u>
TOTAL			
Membership Movement			
This Year	7.23%		

NOTE:

These statistics have been extracted from the Contents Management System of the ATEM web site.

Some errors have been identified which are being addressed by the web site developers but in general the numbers should be fairly accurate.

Neil Voyce
ATEM Secretariat
10 June 2010

Item 6.5 Leadership Framework

To be tabled on the day.

Item 6.6 Report from the Editor of the Journal

Introduction

At time of writing, proofs for v32(4) have been distributed to authors. Distribution is scheduled for 14 July 2010. The table of contents is attached. The editor is currently assembling copy for v32(5), due for eventual distribution in mid-October.

Incidence of the Journal has increased to five times per year from 2010. The 'ultimate' for a journal is to publish six issues per year.

Interactions

The work of the journal is made easier by the helpful input of the ATEM Secretariat and the Melbourne-based staff of the publisher. Most aspects of the Journal are running well, but this might not be the case without the help of these others. The biggest bugbears for an editor are papers submitted by authors that have failed to 'read the instructions', slow reviewers, and occasional editorial 'inattention'.

Financial dealings

The bank statement as at the end of May (when received) will show a balance of approx \$8,600. Statements and details of editorial expenses are provided to the ATEM secretariat, for rolling in to ATEM's quarterly BAS return. Editorial expenses provided by the publisher make up part of the editor's remuneration.

Editorial Board membership

As at June2010, the Editorial Board comprises:

Ronald Barnett	University of London, UK
Mona Chung	Deakin University
Maree Conway	Thinking Futures, Australia
Grant Harman	University of New England, Australia
Salvador Malo	Universidad Nacional Autonoma de Mexico
Theodore Marchese	Academic Search Consultation Service, USA
Vin Massaro	University of Melbourne, Australia
Lynn Meek	University of Melbourne, Australia
Lars Niklasson	Uppsala University, Sweden
Michael Shattock	University of London, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans Vossensteyn	University of Twente, The Netherlands
Rob Willis	Monash University, Australia

In common with most journals, most editorial board members are relatively 'inactive' with respect to the Journal. In the case of those named above, all Australian members are 'active' (some to a greater extent than others) and have reviewed papers during the past twelve months. To my

knowledge, there has never been a meeting of the editorial board. My involvement with the Journal goes back to the 1980s.

The Reviews Editor is Dr Gavin Moodie, RMIT University, Australia.

Flow of articles

There continues to be a regular flow of material to the editor, more than enough material from which to assemble each issue. For the period 1 January to 31 December 2009, 164 papers were received. In 2007 and 2008, the Journal received 147 papers and 139 papers, respectively, for consideration. As at 4 June 2010, 66 papers had been submitted. This is on par with last year. In 2009, the 67th paper was received on 1 June. Of papers submitted in 2010, 15 have been accepted; 37 have been rejected, one was withdrawn and 13 are 'in process'.

The Journal's eventual rejection rate is likely to sink below the approx. 80 per cent that it has been in recent years, because of the increase to five issues per year. The increase to five issues has meant that there is space for an additional eight to ten papers. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and quality.

Inducement

Authors published in the Journal are reminded of the importance of the existence of scholarly journals as a place to publish research. To this end, it has been the policy of the current editor to 'remind' would-be and eventual authors of this fact, and invite them to join ATEM. Several authors have indicated their intention to join.

Journal Content

Journal content and paper quality are dependent on the material submitted. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editor's decision to read (and perhaps reject) material before peer review reduces the amount of unsuitable or inadequate material sent for review. Publishable material is returned to authors if it does not meet the Journal's requirements for size and/or style. **The journal attracts many more papers than what could be seen as being equivalent journals.**

The publishers require editors to adhere to a strict page budget, averaged over a year. For this reason, it can be that some issues are thicker than others. The page budget for v32 is 560 pages, i.e. an average of 112 pages per issue. So far this year, the actual page usage is very close to the budget. The final issue for 2010 will contain 116 pages.

Other Matters of Interest

- Journal ranking (I have left this item from the last report, for Council's on-going information).

In 2008, the Journal was ranked in the 6th – 20th percentiles of world journals in the Australian Research Council's ranking of journals. The Journal was ranked in Tier 'A' in the scale A*, A, B, C. This was a very good result. The criteria for 'A' journals are: "The majority of papers in a Tier A journal will be of very high quality. Publishing in an A journal would enhance the author's standing, showing

they have real engagement with the global research community and that they have something to say about problems of some significance. Typical signs of an A journal are lowish acceptance rates and an editorial board which includes a reasonable fraction of well known researchers from top institutions". The 2008 ranking was in 'specialist studies in higher education' and 'policy and administration'.

Unfortunately, the [February 2010] 2010 rankings have seen us demoted to 'B', placing the Journal in the 21st to 50th percentiles, ranked only in 'specialist studies in higher education'. From the description of 'A' ranked journals (above) it is not clear to me how the Journal of Higher Education Policy and Management could have changed (except for the better) over the past 18 months.

Even if the process behind the original ranking was a mystery, how the Journal can suddenly be demoted is also a mystery. One wonders who ranked us. If it was education 'experts' with a bent for pedagogy from the standard academic education organisations, why would they think they could provide an appropriate ranking? Were the LH Martin Institute or ATEM approached to participate? These two organisations actually deal with higher education POLICY and MANAGEMENT.

Considering other journals (of which I am aware) that publish in 'policy' and 'management' areas, the Australian Journal of Education (ACER) and TEAM (EAIR) were also rated B; Higher Education Policy and Management (OECD) and the Journal of Institutional Research (AAIR) were rated C; and Perspectives (AUA) and Higher Education Policy (IAU) were not ranked. In my opinion, JHEPM is certainly better at all levels than TEAM, and I wonder why a journal of the quality of Higher Education Policy wasn't ranked at all. The randomness of the ERA ranking was a point of keen discussion at the recent Taylor and Francis editors' round table (17 February 2010).

It is also possible JHEPM moved down because another journal moved up. There is only so much space in each statistical band used in the ERA ranking. We still demonstrate the 'typical signs of an A journal...' (See above).

Additional note for June Council:

I made two attempts to speak to appropriate staff at the ARC to discuss the matter of ERA ranking, because I contend that the ARC process meant that the wrong bodies were invited to assess the Journal. The people I apparently needed to talk to weren't there when I rang, and I was to be rung back. Needless to say, that didn't happen. I will pursue this matter in the fullness of time. There may be a scholarly paper in this. Council members may remember the unscientific Research Training Scheme model perpetrated on the sector (by DEST) a few years back. (See King & Dobson, *Journal of Higher Education Policy and Management*, 25(2), 195-202.

- Journal frequency

As reported in February, the publisher has suggested we could publish six times a year. As editor, I suggested that we should see how things went publishing five issues a year in 2010 first. Six issues

per year is the mark of a highly commercially successful journal (notwithstanding ERA). The move from four to five issues a year was effected without great additional cost to ATEM.

So far, it would seem that there is adequate demand for six issues per year. Perhaps Council could consider whether it wishes to increase frequency, a situation that would put us up with the best (despite what ERA has ranked us).

Final comment

As editor, and on behalf of the Journal, continued thanks are due to the ATEM Council for their ongoing support, and the members of the ATEM secretariat for the specific help and advice they provide at various times.

Ian R Dobson

Editor

Appendix 1: Table of Contents Page,

JOURNAL OF HIGHER EDUCATION POLICY AND MANAGEMENT

Volume 32 Number 4 August 2010

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Letter from the Editor

Ian R. Dobson

Articles

Australian universities' strategic goals of student exchange and participation rates in outbound exchange programmes

Amanda Daly and Michelle Barker

Organisational responses to public sector reforms in higher education in Uganda: a case study of Makerere University

Ronald Bisaso

The contribution of university accommodation to international student security

Toby Paltridge, Susan Mayson and Jan Schapper

Two Hippocratic oaths for higher education

Geoff Sharrock

Across the great divide: what do Australian academics think of university leadership?

Advice from the CAP survey

Hamish Coates, Ian R. Dobson, Leo Goedegebuure and Lynn Meek

Higher education in the United Arab Emirates: an analysis of the outcomes

of significant increases in supply and competition

Stephen Wilkins

Australian higher education leaders in times of change: the role of Pro Vice-Chancellor
and Deputy Vice-Chancellor

Geoff Scott, Sharon Bell, Hamish Coates and Leonid Grebennikov

Opinion

And it would be OK on any other day

Joseph Gora

Book review

6.7 Report from Susan Hudson

This is the second report to the ATEM Council on the project relating to the Professionalism of the Higher Education Worker is attached. Pages... For noting

Project Aim:

To seek further data to support the case for Australian and New Zealand higher education institutions to formally recognise the professionalism of the higher education worker and adopt the term "Professional Staff" as the nomenclature used to describe this group of staff.

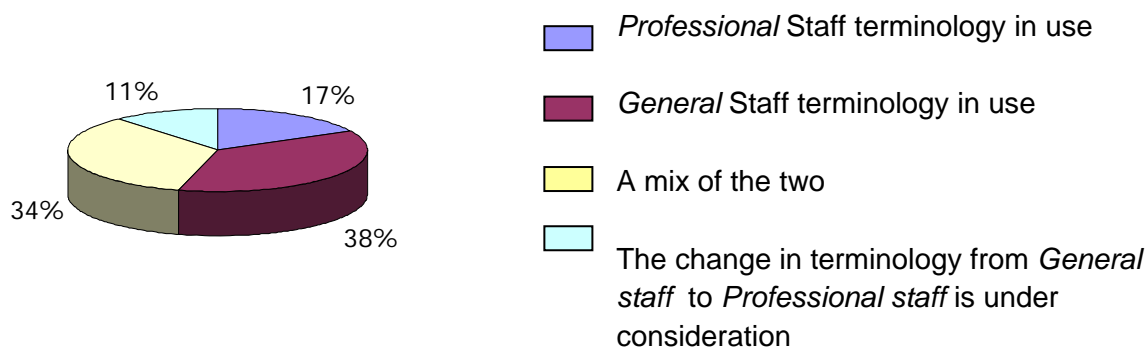
This report includes data collection from the recent UK study tour and attendance at the AUA conference, University of Warwick, March 2010. The data advises on whether the discourse around the issue of the professionalism of the higher education worker is a local one, confined to Australia and New Zealand, or whether it is an issue of relevance to universities in other countries.

The project aims to provide evidence about why it is recommended to change the terminology used by governments and institutions to support an ATEM case for change. Current terminology such as 'non-academic' no longer reflects the role which it is purported to define. The use of such exclusionary terminology does little to engage staff in an environment where their skills, knowledge and expertise deserves to be recognised and used to contribute to achieving institutional goals. Indeed many professions exist within the profession of Higher Education Worker, Manager, Accountant, Librarian, Marketer, Engineer, Graphic Designer, Counsellor, Lawyer, to name a few. This project will provide evidence of the current and potential future implications of not changing the terminology to a term that better reflects the professional approach and contributions of higher education workers today.

Actions to date:

Email survey of ATEM membership to identify current nomenclature

- Response received during 2009 from 36 institutions across Australia and New Zealand as follows :



Poster presentation at 2009 TEMC to seek further feedback about the relevance of the topic. The poster attracted great interest and feedback indicates that:

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

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

Outcomes of UK discussions:

Discussions revealed that the subject of higher education workers being deemed to be professionals is quite a topical one in the UK. At this point it is relevant to note that at the International delegates introductory session of the AUA 2010 conference, included in the top 10 ten issues facing UK higher education was the *Status of administrative staff – there is a need to promote entry to the “profession” of higher education worker.*

Attachment 1 provides the notes on the qualitative data gathered from visits to UK universities, Birmingham, Bradford, Bristol, the Open University and discussions with Dr Celia Whitchurch, Kings College.

Delegates to the 2010 AUA conference representing 12 universities (10 from the UK, 1 from Canada and 1 from Jamaica) were surveyed. Only one respondent stated they were happy with the terminology currently used – administrative staff and non-academic staff – however the respondent also said that staff are highly valued at the institution and whatever the title used that the “valuing of staff” culture would remain.

Of the other 11 responses, all would welcome a change in terminology to recognise the professionalism of their contributions. Comments about current terminologies included:
 “admin can have quite a negative connotation”
 “doesn’t make staff feel valued”

And comments to indicate they would welcome a change to “Professional staff” include:
 “would be more motivating”
 “would be valued if recognised as a professional”
 “would be more complimentary”
 “would help to break down the binary divide”
 “current term used as a way to create 2nd class employees and reinforcing academic snobbery”
 “would feel more valued”

The reference to feeling valued or devalued figure prominently in responses.

A perceived delineation of staff in the UK

Many UK universities appear to have a perceptible line drawn between support staff (low level administration staff) and what they consider to be a higher level administration and management staff or academic related staff (classified at levels 6-9 or in some universities 7-9). It is staff in the higher level administration and management group that could belong to a profession if indeed working in higher education was to be recognised as a profession.

A number of UK higher education workers freely suggested that such delineation was a reflection of historical class perceptions in British society and that it would therefore be difficult to make a case for lower level support workers to be classified as “professionals”. One of the most salient arguments for *not* utilising the term professional staff, is that it detracts from the professionalism of the academic staff, in that if we refer to general staff as professional staff, the inference would be that academic staff are *not* professional. This of course is absurd and can be decried on a number of fronts. Saying non-academic staff are professional in no way infers that academic staff are not professionals. However to some extent the demarcation lines in the UK (even if not clearly articulated) make it easier for the UK to make the case for the establishment of the profession of higher education worker as those staff in the support staff group would not fall into the category that constitutes the profession.

Australian and New Zealand universities however, do not have such a distinguishable demarcation in the general staff ranks. Given that such delineation does not exist now, to create such a delineation of worker type in Australian and New Zealand universities would be a backward step for the higher education worker in our countries. However, this does not assist the case in determining a response to the argument that certain lower level jobs are not professional.

Higher Education Worker identity

Celia Whitchurch (2007) has written on the emerging identities of the higher education worker and the blurring of the boundaries between academic activity and the contributory functions required to deliver that activity. The identity of the higher education worker spans a wide range of roles from low level processing type activity to senior decision making roles. Whitchurch (ibid) suggests that current descriptors for higher education workers are inadequate and that a new space is emerging for some of these workers who cross management and academic territories. Whitchurch (2008) identifies the emergence of a *third space* between professional and academic domains. There is little doubt that this third space actually exists when one considers the level of qualifications of some general staff (many with PhD's) and the level and type of work undertaken.

However while there is a need for the identity of the higher education worker to be more distinctly defined, this project does not attempt to do that. For the purpose of this project, the issue of *Professional Staff to be or not to be*, is considered in one of two ways, either the *profession* of higher education worker is established, or it is lobbied for the term “Professional Services” staff to be introduced across all universities and adopted by government agencies, predominantly DEEWR, and other professional bodies such as Universities Australia.

The profession of Higher Education Worker

Matthew Andrews, Academic Registrar, Oxford Brookes University presented at the 2010 AUA conference on “*Trust me, I’m an administrator - What is professionalism in higher education management?*” He states “The concept of professionalism could be viewed as soft or hard – it is not clear cut.” Certain professions are clearly defined and accepted as such, eg law, medicine, the church, as there is a social superiority attached to them. There is a status attached to being deemed to be a professional. Andrews poses the question “Are we a profession?” This is difficult to answer as there is no definitive test to apply to determine if a job is a profession.

Maree Conway also raises this question in her 2001 TEMC paper “Partnerships in tertiary Education Administration and Management”. Conway suggests that further empirical studies are required to establish the administrative jurisdiction in universities. Not coincidentally, Celia Whitchurch stated similar sentiments during conversation in March 2010.

Does this mean that one can simply define their job as a profession? Perhaps, however, Andrews suggests that there is a cost associated with this as achieving profession status requires a significant input of continuing professional development and demonstration of competence etc. This would therefore require a substantial support mechanism in the form of an accredited body. AUA and ATEM could satisfy some criteria for this but neither body is ready to satisfy all.

The professionalism of the higher education worker

Whilst the job of higher education worker may not be ready as yet to be classified as a profession, there is no doubt that these workers act with a high degree of professionalism, and the work is carried out by many staff who belong to a profession in their own right. The work done in higher education is not “general”, in fact far from it. Much of the work performed in higher education institutions falls into already accepted professions eg counsellors, managers, designers, engineers, librarians, training consultants, HR practitioners, accountants, auditors, research officers, laboratory technicians to name only a few.

The question therefore isDoes the type of work performed have to relate to one of the already socially recognised and/or accepted categories of professions to be deemed professional or to earn the right to be classified under the terminology “Professional Services”?

The solution

The issue of changing nomenclature is a complex one. A polarity exists in the types of work undertaken by general staff eg from lawyers to library shelvers. Further, many activities now undertaken by general staff were traditionally undertaken by academic staff such as policy development and strategic planning, and general staff now often act as advisors to University Executive.

There is a semantic argument in the use of words like “professional” versus “general”. The Oxford English dictionary (9th ed) defines the word *general* as :

- “Not restricted or specialised”

- “Sufficient for practical purposes”
- “Not detailed”
- “Vague”
- “Indifferent”

Whilst the word *professional* (ibid) is defined as:

- “Of or belonging to or connected to a profession”
- “Having or showing the skill of a professional”
- “Competent”
- “Engaged in a specified activity as one’s main paid occupation”

Whilst the UK premise appears to be the creation of a *profession* of higher education worker, the Australian and New Zealand approach could be one of recognising the *professionalism* of the higher education worker. On first glance this can be thought to be semantics only reflected by the way the case is presented. However there is a great difference between the two and the latter would be a much more achievable case for ATEM to make on behalf of our members.

A solution could be found in making a case for the term “Professional Services staff” to be adopted rather than straight out “Professional staff”. This eschews reference to support or assistance and is a sound replacement for the current term “general”. Recalling the 2009 survey worked carried out, only 17% of universities across Australia and New Zealand have formally adopted the term “Professional Staff”. There is much room to move in the remaining 83% to argue the case for change.

Next steps

Support for change in nomenclature could be canvassed at the 2010 TEMC through a survey of delegates. A suggested survey form is at Attachment 2. It is recommended that this survey is included in all delegate satchels handed out at registration and a box or tray is provided at the registration desk for return of the surveys across the duration of the conference. It is also recommended that the survey is “plugged” as much as possible during the conference – reminding delegates to take 5 minutes to fill it out and support the case for recognition of their professionalism.

Following an analysis of the survey responses and providing the overall response is in favour of pursuing a change in nomenclature, the final stage of this project is to develop a communication strategy to all Australian and New Zealand universities, DEEWR and Universities Australia to seek their endorsement and agreement to adopt the term “Professional Services” staff and implement it in their institutions and/or all future official documentation.

Recommendation to Council

That approval be given to conduct a survey of delegates at the TEMC, Melbourne, October 2010.

Attachment 1

Outcomes of discussions with selected UK universities

1. *University of Bristol*

Christian Carter (Head, Training and Development, **University of Bristol**), Kate Tapper (Positive People project, University of Bristol)

- The term academic is one that can be used only to teaching staff with research staff being referred to as a separate category.
- “Support staff” is the term currently used for other staff however there is a move towards using either:
 - Professional staff
 - Professional services staff
 - Professional support staff
- There is a feeling that this is an issue across the nation – ie the move towards using the term “Professional staff”. It is a question open to debate.

Perceived argument against:

- Academic staff are professional too
- People don't like change
- There is a class dynamic in UK – staffing structures mirror historic class structures in society.

2. *Open University*

Helen Cooke, Research Administrator, School of Business (facilitator of visit – soon to visit Australia on a university study tour to discuss emerging leadership development)

Helen Philip (Faculty Administrator and AUA branch coordinator)

Laurie Shine, Deputy Director, HR

Steph Broadribb, Assistant Director, HR Development

Staff are called either

“Academic related” eg administrators, course managers, project officers, scientific experts such as lab managers; or

“Support staff” eg Secretarial and technical staff

Historically a degree was required to move between support and academic related positions. There is a definite move towards “Professional Services staff”. There is a level boundary in that level 7 and above are referred to as “Professional Services staff” – they have different terms and conditions and are represented by different unions (sounds like our Level 10 +).

3. *Celia Whitchurch*

- Believes that there should be more recognition of the professionalism of the worker rather than recognition or creation of a new profession.
- Many HE workers have degrees with many having Masters and PhD's – this preparedness to obtain qualifications demonstrates a strong commitment to their

profession. Further, the number of staff who hold tertiary qualifications and choose to work in the HE sector indicates the move towards professionalising the roles.

- There is a generational perspective to be considered – historically support staff played a subservient role to academics and academia whereas contemporary institutional staff are in a partnership role with academics and academia.
- It is hard to qualify all staff under one nomenclature - eg should Librarians be classified with manual staff
- The concept of the “third space” originated from Celia’s PhD studies – when interviewing general staff, it became evident that some staff were undertaking jobs on the cusp of academia. They weren’t academics but were integrated in university business, had PhD’s and had strong interaction with academics eg undertaking strategic planning and strategic development initiatives.
- It is evident that general staff are now undertaking roles that were previously undertaken by academics, eg engagement activities, outreach activities
- Technology has had a major impact upon general staff undertaking what were previously academics roles eg e-resource initiatives and blended learning curriculum development
- Celia’s experience has been that whilst interviewing general staff for her PhD work, staff who were in definite “professional type” positions, especially those with PhD’s and Masters, were “frustrated” at their lack of recognition – these staff either left or simply accepted what was.
- Will Maddie McMaster expand on her Faculty manager/Dean survey work?
- We definitely need more data.

4. *David Harrison, Birmingham University*

There are two distinct classifications of non-academic staff, “support staff” are lower grade staff and Grade 6-9 are classified as academic related

Admission that there is a class system involved in classifying general staff

5. *Janet Jones, Bradford University*

Use the term support staff. Occasionally use the term professional or academic related.

Note that their local government uses the term APT (Administrative, Professional, Technical).

Bradford is trying to move away from the term academic related. They don’t use the term non-academic as the staff have indicated they don’t like being referred to in this way.



Association for Tertiary
Education Management

Professional Staff : To Be or Not To Be

Questionnaire for delegates at TEMC conference,

Melbourne, October 2010

Data gathered will be used to support the following project currently funded by ATEM and being led by Susan Hudson:

Project Aim:

To seek further data to support the case for Australian and New Zealand higher education institutions to formally recognise the professionalism of the higher education worker and adopt the term "Professional Services Staff" as the nomenclature used to describe this group of staff.

The inclusion of data collection in the UK to support data collected in Australia and New Zealand will allow an assessment of whether this issue is a local one, confined to Australia and New Zealand, or whether it is an issue of relevance to universities in other countries.

The project aims to provide evidence about why it is necessary to change the terminology used by governments and institutions to support an ATEM case for change. Current terminology such as 'non-academic' no longer reflects the role which it is purported to define. The use of such exclusionary terminology does little to engage staff in an environment where their skills, knowledge and expertise needs to be recognised and used to contribute to achieving institutional goals. Indeed many professions exist within the profession of Higher Education Worker, Manager, Accountant, Librarian, Marketer, Engineer, Graphic designer, Counsellor, Lawyer, to name a few. This project will provide evidence of the current and potential future implications of not changing the terminology to a term that better reflects the professional approach of higher education workers today.

Your Name (optional)

Your email address (optional) however if provided we will email a copy of the final report to you

.....

Your position title and your organisational unit (optional)

.....

.....

Your institution.....

- Q 1. What terminology is used at your institution to refer to non-academic staff?
- Q 2. Is the terminology used formally across the whole institution or is there informal terminology used as well? If so please explain.
- Q 3. How do you feel about the terminology used?
- Q 4. Would you prefer it to be changed? Why?
- Q 5. What other terms would you apply?
- Q 6. Do you see any potential implications associated with the use of the current terminology? Or changing the terminology? (in terms of working relationships within the organisations, and perceptions of respect and value of their roles)
- Q 7. Do you have any other comments?

THANK YOU FOR CONTRIBUTING TO OUR DATA GATHERING EXERCISE

References

Andrews, M. *“Trust me, I’m an administrator - What is professionalism in higher education management?”* presentation at the 2010 AUA conference, Warwick UK, March 2010

Conway, Maree (2000) ‘Defining administrators and new professionals’, *Perspectives: Policy and Practice in Higher Education*, 4: 1, 14-15

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Whitchurch, Celia (2007) ‘The changing roles and identities of professional managers in UK higher education’, *Perspectives: Policy and Practice in Higher Education*, 11: 2, 53-60

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Whitchurch, Celia (2008) ‘Professional Managers in UK Higher Education: Preparing for Complex Futures’, *Research and Development series, Final report to Leadership Foundation for Higher Education*

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7.0 (a) Proposal: Managing the TEM Conference Refereed Stream

Prepared by Ian R Dobson

Introduction

The TEM conference has offered a refereed stream for the past couple of years. From memory, last year there were about ten papers. This year, it has been suggested that there will be 30. The principal reason for having a refereed stream is that such papers count for DEEWR purposes as 1.0 publication points. The fact of offering a refereed stream is presumably attractive to conference delegates, particularly those of our members who are academics.

I am proposing that ATEM agree to fund a 'position' each year for someone to undertake this work. Naturally, I am also proposing that it be offered to me, for reasons outlined below. However, that is a second decision for Council to make.

I have been involved in the process for the past two years, and I am again this year. Prior to this year, things were done at the last minute, and papers were submitted in a variety of formats. I also prepared an assessment sheet for last year, so that reviewers might address the same issues. So far, I think Maree Conway has been the only other referee. I don't recall what happened the first year, but last year, most papers were accepted as suitable for acceptance in the refereed stream, and at least two were sent to the editor of the Journal of Higher Education Policy and Management, and one of those was subsequently published.

Why should there be close oversight of the 'refereed stream' process?

1. The process is more complicated than it might seem on the surface. The 'mechanical' side of it requires that there be fine-tooth guidelines and style requirements.
2. The reviewing side of the refereed stream HAS been OK in the past, but that has been because there were few papers, and only two, experienced reviewers. In situations in which reviewers need to be sought, there is the constant battle of finding people willing to turn papers around according to tight deadlines. This is the bugbear of journal editors around the world.
3. It is important that strict style guidelines be adhered to. If refereed conference papers are to be 'published', they should look the same, and they should have followed the same set of style and referencing protocols. This year someone from ATEM (John Smith?) prepared a list of guidelines, which I subsequently extended. Leishman's Renee Brown has this document and will be distributing it to those authors / presenters that have requested their papers be assessed for the 2010 refereed stream.
4. Within the style requirements, referencing is particularly important. To be initiated, referencing is a bind, but for published proceedings to have appropriate scholarly 'clout', everything must be done according to Hoyle (or more specifically, according to the style laid down by the American Psychological Society, Fifth Edition). This is the style guide used by the Journal of Higher Education Policy and Management, and in fact, thousands of journals in the humanities and social sciences.

What must be done?

1. Papers should be forwarded to the appointee by whoever is responsible for receiving them. The process with the Journal is that the editor assesses which papers will be sent for double blind peer review, locates two willing reviewers and sends out an anonymised paper, plus a review sheet. For the conference refereed stream, there is no reason why the process needs to be double blind. However, the appointee could anonymise the papers prior to them being sent to the other reviewer.
2. Style guidelines need to be produced and an assessment sheet. The assessment should include a recommendation as to whether the paper should be formally sent to the editor of the Journal. The conference refereed stream needs to be kept separate from the Journal.
3. Papers submitted must be 'style-scrutinised' by the appointee. Papers should be 100 per cent compliant, and unless changes are a simple matter, they should be sent back to authors. The person hired to undertake this function can easily repair the often minor breaches more quickly, and this is what usually happens. Fundamental style breaches (e.g. use of footnote / endnote references as opposed to name / year referencing usually need to go back to authors.
4. References need to be closely scrutinised, by comparing the works referred to in the text with the References section at the end of the paper. The style side of referencing must also be checked very carefully.
5. Papers must be assessed as to their suitability for inclusion in the Conference's refereed stream. In a time sense, if a paper meets physical style requirements, this is can be the quickest part of the exercise.
6. Authors must be contacted with reviewers' assessments, suggestions for improvement, matters (both scholarly and style) to be corrected.

Many of the tasks outlined in 2 and 3 (above) are performed by journal editors, although professional proofreaders employed by publishing houses such as Taylor & Francis provide a second set of eyes.

These tasks are not ones that can be left to someone doing them 'on the side'. The conference organisers should not be involved beyond forwarding papers to whoever is going to marshal these tasks. The process is a mechanical one to a point, but it has scholarly aspects to it.

The sting

If there are indeed 30 papers in this stream, this will be neither a simple nor a quick job. Even if all papers are submitted exactly per style requirements (this won't happen!), once both the appointee and the other referee have agreed that a paper meets the grade for acceptance for the refereed stream, the final formatting will take considerable time.

I am willing to undertake this task in 2010 for a fee of \$90 per paper (plus GST), to be invoiced immediately after the conference.

Ian R Dobson

Recommendation from the ATEM Secretariat

I recommend that this proposal be accepted and that the cost be a charge on ATEM's share of the TEMC dividend.

Giles Pickford
Assistant Secretary

Item 7.0 (b) Determining the Location of the TEMC

The Tertiary Education Management Conference (TEMC) is a shared conference with ATEM and TEFMA as co-hosts. As such, decisions as to where a future TEMC should be held are to be made through consultation between the associations.

Decisions are made by the ATEM Council and the TEFMA Board, following advice from the TEMC Steering Committee, four to six years ahead of time as to the broad geographic area that will host a conference in a given year. As the primary efforts required to organise a specific TEMC are provided by individuals from that area, final decisions as to the precise location will be made three or four years ahead of time through consultation with people from the area involved.

As ATEM operates through a regional structure, the ATEM Council has nominated the relevant Regional Council as the appropriate body to be involved in developing a recommendation as to the location for a specific TEMC. The TEFMA Board will nominate appropriate TEFMA members to participate with the ATEM Regional Council in this process. Proposals will be forwarded to the TEMC Steering Committee for vetting, to ensure all necessary elements have been considered. The final decision will be made by the ATEM Council and the TEFMA Board.

The Professional Conference Organiser is an expert resource that may be used to assist in consideration of potential conference locations.

The following points are guidelines to the ATEM Regional Council/TEFMA representatives for consideration when a location is being considered for a future TEMC

- Venues must be able to accommodate the conference, including appropriate space for keynotes; break-outs and trade displays.
- Appropriate accommodation options.
- Transport – access to an international airport; getting around the venue; proximity to accommodation.
- Overall delegate cost (where the location may add to or reduce this).
- The largest city in an area is not the default choice for the conference.
- Locations may suit a specific theme for that conference.
- Venues need to be able to have, or be able to supply, appropriate facilities/AV/catering etc.
- Higher education campuses could be considered as an option, however must be able to accommodate all requirements including equipment and support.

- The group developing the proposal needs to ensure the risk to ATEM and TEFMA as conference hosts is managed, including a low potential for making a loss on the TEMC. Factors that may reduce participants due to high costs required need to be considered.
- It is up to the group to determine how a location will be chosen for recommendation – the group's own decision; calling for bids from member organisations or geographic areas; somewhere the conference hasn't been before; etc.

The cycle of previous conferences including year, location and theme is attached as an Appendix to the Conference Manual.

Item 7.1 Report on 2010 TEM Conference in Melbourne

The Committee is continuing to meet regularly on a monthly basis with the most recent meeting being in June. This particular meeting included discussion on the final program now that abstracts have been reviewed

Conference Program and Speakers:

With five of the six keynote speakers confirmed the committee are now discussing the final keynote speaker and are looking at a Gen XYZ speaker or similar, with the aim of this person being a younger speaker to appeal to the new and younger delegates/generation attending the conference.

The call for papers and reviewing process has now been completed with all authors being advised of their status. 84 abstracts were submitted this year of which 62 have been accepted as oral presentation. Due to the high quality of papers it has been decided to have eight streams at this year's conference; 7 for abstract submissions and one devoted to special interest groups such as TEFMA International Panel, Getting Published and a Petch Kutcha session. This special interest stream will also include two invited speaker session. There will also be the launch of the ATEM Policy Development Guide.

All abstracts that were not accepted will be given the opportunity to present a poster.

Registration:

Registrations are going well with over 200 delegates registered at this time. It is anticipated that this number will increase as the end of the financial year draws near and early bird closes on the 12 July. The committee would like to see 700 delegates at this year's conference.

To help boost registration a competition was held during the month of May to win a registration and 4 night's accommodation package donated by Crown, this was won by Medy Hasan from Hindmarsh.

Social Functions:

Elements of the social program are now coming together with a theme and entertainment being booked for the Conference Dinner.

The Welcome Reception will be held at the Crown Promenade and will be based around the theme of Future Direction and will allow for delegates to have a good opportunity to catch up throughout the night.

Budget

The progress of the budget is tracking well with many expenses coming in on or under budget, it is anticipated that the conference will make a profit of over \$60,000 with 550 delegates, this profit of course may increase as the delegate numbers increase.

Seeding funds provided by both ATEM and TEFMA have been repaid.

Sponsorship and Exhibition:

Sponsorship and exhibition sales have continued to increase with a total of \$271,550 as well as an in kind arrangement for printing of \$12,000. This figure has broken the original target of \$200,000 it is now hoped we will reach \$300,000.

The following sponsorship opportunities are still available for sale

- Internet Café
- Conference Happy Hour
- Keynote speakers x 2
- Day Refreshment Sponsors x 2
- Exhibition Booths x 8

We have also been able to secure funding from several universities and a full list of sponsors and exhibitors is listed below.

Major Sponsor	Fuji Xerox	\$28,000.00
Conference Dinner	Woods Bagots	\$12,000.00
Welcome Reception	Campus Living Villages	\$25,000.00
Satchel Sponsor	Architectus	\$30,000.00
Coffee Lounge Sponsor	Coffee Projects	\$20,000.00
TEFMA Breakfast	Matrix	\$15,000.00
ATEM Breakfast	LH Martin Institute	\$12,000.00
Delegate Name Badges	Geutebruck Pacific	\$10,000.00
Keynote Speaker	Paul Morgan	\$8,000.00
Keynote Speaker	Callista	\$4,000.00
Keynote Speaker	Lyons - req 1st speaker	\$4,000.00
Keynote Speaker	InterfaceFLOR	\$4,000.00
Refreshment Sponsor	FM Innovations	\$4,000.00
University Support	Monash University	\$2,000.00
University Support	Deakin University	\$5,000.00
University Support	Melbourne University	\$4,000.00
University Support	Victoria University	\$5,000.00
Trade Exhibitor	Cbord	\$4,500.00
Trade Exhibitor	DataCard	\$4,000.00
Trade Exhibitor	Routledge	\$4,000.00
Trade Exhibitor	Ecobright Energy Solutions	\$4,000.00
Trade Exhibitor	SICO SP	\$4,000.00
Trade Exhibitor	BEIMS (Mercury Computers)	\$4,500.00
Trade Exhibitor	Ontera	\$7,500.00
Trade Exhibitor	Reliable Controls	\$4,500.00
Trade Exhibitor	Penny Farthings Pushbike Parking	\$4,000.00
Trade Exhibitor	Source Separation Systems	\$4,000.00
Trade Exhibitor	ICAD	\$7,500.00
Trade Exhibitor	CYON	\$4,000.00
Trade Exhibitor	Automated Logic	\$4,000.00

Trade Exhibitor	Camatic	\$4,000.00
Trade Exhibitor	Alerton	\$4,000.00
Trade Exhibitor	Testel	\$4,500.00
Trade Exhibitor	AMX	\$4,000.00
Trade Exhibitor	Dalkia	\$4,000.00
Trade Exhibitor	Programmed Property Services	\$4,000.00
Half Page Advertisement	PD Track	\$300.00
Full Page Advertisement	Cbord	\$500.00
Satchel Insert	NTEU	\$750.00

Joanne Austin
RC Bass Region

Item 7.2 Report on 2011 TEM Conference in the Gold Coast

Planning for the 2011 Tertiary Education Management Conference is continuing well, with the committee having a face to face meeting late in March and another meeting scheduled for June.

VENUE

The venue contracts and deposit have now been signed and paid

BUDGET AND REGISTRATION FEE

It is suggested that a registration fee increase of 5% across all fee categories is put into place. There has not been a fee increase since 2008

	2008 - 2010	5% increase 2011
Early bird Members	\$895	\$940
Standard Members	\$1050	\$1102.50
Non Members early bird	\$1095	\$1149.75
Non Members standard	\$1250	\$1312.50
Day Registration Member Early Bird	\$394	\$413.70
Day Registration Member Standard	\$415	\$435.75
Day Registration Non Member Early Bird	\$594	\$623.70
Day Registration Non Member Standard	\$615	\$645.75
Sponsors and Exhibitors Additional Registration	\$550	\$550.00

ACCOMMODATION

Accommodation has now been secured at Jupiter's, Sofitel, Meriton, Mantra and Wave Resort. The range of accommodation offers hotel style, studio and apartment style rooms.

SPEAKERS

The committee has started to put together a list of keynote speakers and will discuss this further at the next meeting. The committee would like to move away from the traditional speakers and look at others such as CEO's to add a different slant to the conference.

LAUNCH at 2010

The launch of 2011 will take place at this year's conference, however not at the end of the conference but before a lunch break during the conference days. After the launch committee members and some special guests will wander through the trade exhibition giving out gifts to promote the Gold Coast. There will be no trade exhibition booth.

Bruce McCallum

Chair, Conference Organising Committee

Item 7.3 Report on 2012 TEM Conference in Adelaide

A meeting of all those interested in being on the organising committee for the 2012 TEM Conference was held on Wednesday 14th April.

It was agreed that David Banks, Flinders University and a member of TEFMA would chair the conference committee.

Chairs of committees were identified, as were members of each committee:

Chair of Program Committee – Louise Seaman, University of SA

Chair of Social Committee – Jess Raeburn, Adelaide University

Chair of Sponsorship Committee - Mark Moses, Flinders University

It was also agreed that the conference venue would be the Adelaide Convention Centre.

Renee Brown will be coming to Adelaide from 22nd-24th July and at that time a number of us will inspect the various possible venues for social functions together.

Judy Szekeres

Item 7.4 Discussion on TEMC 2015

The potential venue for TEMC2015 has been discussed by the NSW/ACT Region committee at two region meetings held on the 9/4/10 and 27/5/10. Deputy Chair (Membership and Institutional Coordinators) Peter Maywald has reported to the committee on the strengths of the Wollongong proposal, in particular the support from the University of Wollongong. Discussion from other committee members has been on wanting to clarify the correct process Regions should use to make this decision, whether other bids should or could be received by the Region from other venues across NSW/ACT and the need to clarify the logical time frame for making this decision.

Region committee members have agreed to wait for further information before discussing this issue again, specifically the decision making guidelines being developed by the TEM Steering Committee Chaired by Tony Heywood.

Jennifer Martin

Item 7.5.1 Expression of Interest in AACRAO Conference

Overseas Conferences: Expression of Interest

This is an expression of interest from Carroll Graham to represent ATEM at either the 2011 AUA Conference or the 2011 AACRAO Conference, whichever has a theme most relevant to my paper (see abstract).

The benefits to yourself and to the sector of attendance at the Conference

1. Benefits to myself

- I am currently undertaking a professional doctorate on the research topic with the working title "Support and Success: Contributions of general staff to student outcomes". A presentation at an international conference will allow me to present my research to an international audience.
- I will be presenting my doctoral research in a portfolio of artifacts linked by a common theme, rather than as the more commonly used dissertation. As such, an international conference paper will represent an artifact of significance in my portfolio.
- Participation at an international conference will afford me the opportunity to develop an international perspective on my research.

2. Benefits to the sector

- My research project is quite novel in that it looks at the contribution of professional staff to one aspect of the "core business" of universities – i.e. the learning outcomes of university students. This aligns with ATEM's aim of advancing the profession of tertiary education administration and management, and presentation of my research at an international conference will contribute to this aim.
- Potentially, my research will contribute to three of ATEM's strategic themes: building professionalism, growing careers and understanding the sector. By presenting at this conference, I will also be "connecting people and groups", ATEM's fourth strategic theme.
- By attending this conference, I will be able to share new insights with my peers and colleagues in Australia, with the aim of informing practice in Australia and potentially indicating new directions for future research in areas such as HR, talent management, organisational culture etc.

3. An abstract of the paper you will submit to the Conference Organiser if you are chosen.

A university's key resource is its staff, both academic and professional. Yet despite comprising more than half the workforce in Australian universities, relatively little attention has been paid to the importance of the work of professional staff. Indeed, these staff have been identified as invisible, both in Australian universities (Szekeres 2004) and in North American (Rhoades 2010), in that their work is unrecognised and unacknowledged. The current insufficiency in conceptualisation of professional staff and their work hinders the effective employment of this group and their strategic contributions to their institutions.

Universities have a wide range and large number of stakeholders, with students arguably the key stakeholder group in the core business of learning and teaching. As a result, the interaction of professional staff with students has potential to contribute towards the strategic goals of their institutions. This paper describes and discusses a case study at one Australian university, which

illustrates and provides insights into how professional staff contribute to student outcomes. On the basis of preliminary studies (Graham 2010), it is expected the case study will demonstrate the diversity and richness of the contributions of professional staff to student outcomes, and will contribute to the strategic envisioning of this workforce, as argued by Rhoades (2010).

Graham, C. 2010, 'Hearing the voices of general staff: A Delphi study of the contributions of general staff to student outcomes', *Journal of Higher Education Policy and Management*, vol. 32, no. 3, pp. 1-11.

Rhoades, G. 2010, 'Envisioning Invisible Workforces', in G. Gordon & C. Whitchurch (eds), *Academic and Professional Identities in Higher Education: The challenges of a diversifying workforce*, Routledge, New York.

Szekeres, J. 2004, 'The invisible workers', *Journal of Higher Education Policy and Management*, vol. 26, no. 1, pp. 7-22.

Note: As of May 2010, the data collection phase of the case study is in progress. As such, it is not possible to be more specific about the outcomes of the research at this time.

4. Length of your membership in ATEM.

- o I have been a member of ATEM since July 2005
- o I have recently (April 2010) upgraded my membership to Associate Fellow

5. Your contribution to the sector (eg: presentations at ATEM conferences and courses, publications in the ATEM Journal and other media).

6. Presentations at:

- ATEM Central, 24 June 2010, education program, invited speaker
- Abstract submitted for ATEM 2010 conference
- EOPHEA (Equal Opportunity Practitioners in Higher Education Australasia) 2009, paper presented
- ATEM conference 2009, paper presented
- NSW ATEM conference 2009, invited speaker
- ATEM conference 2008, paper presented

7. Publications:

- <http://www.higheredprofessionals.info>
- Graham, C. 2010, 'Hearing the voices of general staff: A Delphi study of the contributions of general staff to student outcomes', *Journal of Higher Education Policy and Management*, vol. 32, no. 3, pp. 1-11.
- Graham, C. 2009, 'Investing in early career general staff', *Journal of Higher Education Policy and Management*, vol. 31, no. 2, pp. 175 - 183.

8. An outline of how you will share your learnings with the sector.

- o I would be happy to share my learnings with the sector in a variety of ways, including:
 - "Live" blogging during the conference.
 - Reporting on the conference for *ATEM Matters*.
 - Presenting at the ATEM conference 2011.
 - Presenting at regional conferences.
 - Submitting a paper to the *JHEPM*, based on the paper presented to the AUA or ACCRAO conference.

- Providing a report to the ATEM Council.
- Publishing a report on my website: <http://www.higheredprofessionals.info>.
- Other ways suggested by the ATEM Grants Committee or Council.

Item 8.2.2 Induction Package for New Council Members

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Welcome Statement

(Yet to be written)

1 About this Document

This document has been designed as a reference guide for members newly elected to the ATEM Council. It is not a comprehensive view of the operations of ATEM, its Council, Secretariat and Regional Committees but rather an overview of what members can expect at Council meetings and the way that ATEM expects its officers to conduct themselves.

Also included in this document are the *Standing Orders of Council*, the *Code of Conduct* and the *Guide for New Office Bearers* and *Organisational Responsibilities*. Further information and documentation, including ATEM policies, can be found on the web site (www.atem.org.au).

The Assistant Secretary (info@atem.org.au) or your Regional Executive Officer will be pleased to answer any questions you may have.

2 Council Meetings

Council members are requested to wear 'neat casual' attire when attending Council meetings.

Quarterly meetings are conducted at various regions throughout Australia and New Zealand. One Council meeting is always held in conjunction with the TEMC. A meeting schedule for the year is provided to each member of Council.

Meetings generally commence at 9:30am and close by 3:30pm. Lunch and tea breaks are catered for.

2.3 Networking

A networking function with Corporate Members and Institutional Coordinators is held on the evening prior to the Council meeting. This is followed by a Council dinner.

2.1 Travel

Please book your own travel as soon as possible to get the lowest price. Plan to arrive on the afternoon before the Council meeting. Send a copy of the ticket/tax invoice to the Assistant Treasurer for reimbursement.

2.2 Accommodation

The ATEM Secretariat, through the Assistant Secretary, will book your accommodation for the evening before the Council meeting. This night is paid for by ATEM. Council meetings usually finish by 3.30 pm allowing you to return home on the day of the meeting. You must arrange any extra days' accommodation with the selected motel for that meeting at your own expense.

2.4 Agendas

The Agenda is distributed one week prior to the meeting. Regional Chairs should use this time to discuss any issues with their Committee.

2.5 Minutes

Minutes are written by the Secretary and approved by the Chair. They are then sent to all members as soon as possible after the meeting. If you have any issues with the Minutes raise them as soon as possible and direct your inquiries to the Secretary. The Minutes are not a starred item on the Agenda.

3. Elections

To allow for the continuation of an experienced committee, staggered elections are conducted in alternate years.

3.1 ATEM Executive

Elections are held for the President, first Vice-President and Association Secretary in odd numbered years.

Elections are held for the second Vice-President and Association Treasurer in even numbered years.

3.2 Regional Chairs

Elections are held in odd numbered years for the Regional Chairs of Aotearoa, Bass and NSW/ACT.

Elections are held in even numbered years for the Regional Chairs of Central, South-East Queensland/Northern Rivers, Tropical and Western.

4 ATEM Council Standing Orders

(Adopted by Council Flying Minute 03/38 November 2003, modified 28 June 2008)

Application of Standing Orders

The ATEM Constitution states that Council must hold meetings and may regulate their conduct (section 8.6).

These Standing Orders apply to the convening and conduct of meetings of the ATEM Council; any other committee established under the aegis of the ATEM Council or its Regions may, at the discretion of the Chair, adopt these Standing Orders.

These Standing Orders are intended to be a descriptive framework in which committees can conduct their business but are not intended to anticipate every possible aspect of meeting procedures. In all cases, the ATEM Constitution shall take precedence over these Standing Orders. Subject to this, the Chair shall decide all questions where these Standing Orders

make no provision or insufficient provision. The Chair's ruling shall be final and not open to debate.

These Standing Orders incorporate relevant determinations from the ATEM Constitution and its Guidelines, with the relevant section being shown in **[bold brackets]**.

4.1 *Committee Chair*

All meetings of the Council at which he or she is present shall be presided over by the President or, in the President's absence, a Vice-President. In the absence of the President and the two Vice-Presidents, the members present at the meeting shall elect an acting Chair and that person may exercise the powers and shall perform the functions of the Chair for that meeting. **[8.6(a)]**

4.2 *Notice of Meeting*

- (1) A notice of meeting together with a copy of the business papers, a copy of all minutes of regular or special meetings held since the last regular meeting and a report of all decisions made by the Executive Committee acting on behalf of Council since the last meeting, shall be forwarded by the Secretariat on behalf of the Association Secretary to the nominated email address of Council members at least fourteen clear days prior to the date of the meeting. The accidental omission to give notice of a meeting to any members, or the non-receipt of a notice by a member, shall not invalidate the proceedings of, or any resolution passed at, the meeting. **[8.7]**

The Financial Management Advisory Committee (FMAC) will meet immediately prior to Council. The FMAC Agenda will be distributed at the same time and the Chair of FMAC will report all recommendations to Council.

- (2) Except with the express prior permission of the Chair, late papers will not be accepted, nor will the tabling of papers. All papers must be submitted to the Secretariat twenty-one clear days before a scheduled meeting.
- (3) The Association Secretary must convene a meeting of the Council at the request of the President or a Vice President or any two of its other members. **[8.6(a)]**

4.3 *Order of Business*

Unless otherwise determined by the President, the order of business for Council meetings shall be as follows:

- apologies
- starring of items
- confirmation of minutes of previous meeting(s)
- business arising from the minutes
- report from Executive on business between meetings
- report from any subcommittees or special groups (eg TEM Conference, Branches, Journal.
- financial reports
- new items of business
- information papers

4.4 *Quorum*

A quorum for the ATEM Council is one half of all the persons who currently comprise Council. **[8.6(a)]**

4.5 *Apologies*

Any member of the Council who fails to attend two consecutive, scheduled meetings without leave of absence or an accepted apology will vacate their office. In the event of a vacancy on Council, section 7 of the Constitution shall apply; for Council-appointed committees, the President shall determine how the vacancy should be filled. **[7]**

4.6 *Substitutes (Proxies)*

- (1) A substitute may attend a Council meeting for a Regional Chair where the substitute is acting for the Regional Chair.
- (2) Executive members may not nominate a substitute to a meeting.
- (3) Voting by proxy is permitted.

4.7 *Open Meetings*

Meetings shall be open to ATEM Members as observers, subject to the following provisions:

- (1) The admittance of observers shall be at the discretion of the Chair of the meeting and subject to the availability of space.
- (2) An observer may not vote or speak on any matter nor communicate in any way with any member of a meeting at a meeting except at the express invitation of the Chair.
- (3) The Chair may, and in the case of confidential items shall, exclude any and all observers from a meeting or part of a meeting.
- (4) Agendas and business papers shall not normally be made available to observers.

4.8 *Starring of Items*

- (1) At the commencement of each meeting the Chair shall invite all members to "star" items on the agenda for which debate is required.
- (2) All unstarred items will then immediately and simultaneously be received and endorsed, approved or noted as appropriate.

4.9 *Voting*

- (1) Questions arising shall be determined by a majority of the votes of the members present and voting (including proxies) and, in the event of an equality of votes, the President (Chair) has a casting vote. **[Appendix 2e]**

- (2) The manner of voting on any motions shall usually be by voice or by a show of hands, as determined by the Chair. The President (Chair) or three Members may demand a poll before a vote by voices or show of hands or after the result is declared. [Appendix 2c]

4.10 *Motions*

- (1) A motion may be amended by leaving out, substituting or adding words. Any number of amendments may be proposed and discussed sequentially with the original motion.
- (2) The Chair may allow a foreshadowed motion if during consideration of an item of business it is considered that such a motion would expedite the matter under consideration.
- (3) A procedural motion shall be put to the meeting without further discussion.
- (4) In general, the Chair shall have members speaking alternately for and against the motion, and the Chair may call for a speaker to the contrary after a view has been put. If no such speaker is forthcoming, the motion may be put. Any member speaking shall, if called upon by the Chair to do so, announce whether they are speaking in support of or against the motion or amendment.
- (5) Unless so invited by the Chair, a member may not speak more than once to a motion, except that:
- (i) The mover of the original motion shall have the right of reply. After the mover has commenced such reply or has indicated the wish to forego this right, or the Chair has indicated that the motion will be put, no other member shall speak on the motion. Movers in reply shall not introduce any new matter and shall confine themselves strictly to answering previous speakers.
 - (ii) A member may make a personal explanation with the permission of the Chair, but such matters may not be debated.

4.11 *Suspension of Debate*

Debate on a motion or amendment will normally be immediately suspended, even if a person is speaking, if any of the following motions are moved:

- (a) "that the meeting proceed to the next business"
- (b) "that the meeting does now adjourn"
- (c) "that the question be now put"
- (d) "that the speaker be no longer heard"
- (e) "that the matter be referred back to the person or body which submitted the proposal".

Any such motion except (e) may not be moved or seconded by a person who has already spoken to the motion or an amendment.

Any of the above motions except (e) shall immediately be put without amendment or debate, except that the Chair may express the view that the matter has not been adequately debated and that the procedural motion should not be carried. Any of the above motions are carried only if at least two-thirds of the members present vote in favour. If (c) is carried in relation to an original motion, the mover of that motion may reply before the motion is put. If (e) is moved, debate may continue on matters to which the attention of that person or body should be drawn.

4.12 *Flying Minutes*

- (1) At the discretion of the President, Council is able to have matters considered by Flying Minute. This would be forwarded electronically by the Association Secretary or delegate (normally the Secretariat) to the nominated email address of Council members. The accidental omission to provide the Flying Minute to any members, or the non-receipt of a notice by a member, shall not invalidate the proceedings of, or any resolution passed by, the Council by Flying Minute, as long as the required number approves the recommendation.
- (2) The recommendation contained in a Flying Minute is approved only if it has been approved by at least 2/3 of the voting members of Council. This approval must be in the form of formal written advice, including email, sent by the Council member to the Secretariat. Failure to respond within the stated deadline will be taken as approval to the recommendation. [8.6(d)]

4.13 *Minutes of Meetings*

The Association Secretary will appoint a Minutes Secretary (normally from the Secretariat) who shall keep minutes of meetings. The minutes shall record the names of members' apologies received, the names of members attending each meeting, and every resolution, decision or other proceedings of the meeting.

The minutes of each meeting, except for those which are required to be confidential, shall be made available for access electronically by members of the Association as soon as possible after each meeting.

The minutes shall be considered at the next meeting of Council, and no discussion shall arise on the substance of the minutes at that meeting, except as to their correctness.

4.14 *Reflection on Resolutions*

- (1) In speaking in any debate, no member shall cast reflection on any prior resolution of the Council except by a formal notice of motion to amend or revoke same. Any such motion by an individual member to review, amend or revoke a prior resolution must be provided in writing in accordance with the provisions of Standing Order 2, "Notice of Meeting".

- (2) The President can rule that a resolution will be reviewed, but only if new and relevant facts affecting the original resolution come to his or her attention.
- (3) In all other (normal) circumstances, any notice to review, amend or revoke a previous decision must include:
 - the justification for a review of the original determination
 - the date of the original determination
 - a proposed amended resolution
 - the original determination itself.

4.15 Adjourned Meeting

No business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

4.16 Suspension of Standing Orders

Any Standing Order may be suspended for the time being, on motion made with or without notice, provided that such motion shall have the concurrence of the absolute majority of all the members of Council present at the meeting.

5 Guide for New Office Bearers

5.1 President's Welcome

In my role as ATEM President, I welcome you to ATEM as new Office Bearers. This page is designed to assist you in settling in to your new duties. You may have taken office as a member of a Regional Committee, as Regional Chair, and therefore a member of Council, or as a member of the Association's Executive Committee.

5.2 Regional Committee Members and Regional Chairs/Members of ATEM Council

Regional Chairs are expected to attend ATEM Council meetings which occur in March and June, in September at the Annual Conference and, in December. The March, June and December meetings are funded by ATEM but members are expected to fund their own attendance at the conference meeting, either themselves or through institutional support. The meetings usually go from 9.00am or 10.00am to 4.00pm and cover a range of issues. Agendas and minutes are published electronically on the ATEM web site and wiki. You should print these documents to get the most up-to-date copy.

As all of us are volunteers, we rely on each other to get the job done. There are, occasionally, working parties for which we seek regional representation but the key role for Regional Chairs is to take issues for consideration back to your region and to make sure that Council has input from regions to inform its decision making.

5.3 *ATEM Executive Committee Members*

The ATEM Executive Committee meets from time to time by e-mail or by teleconference to discuss urgent matters that arise between Council meetings.

5.4 *Resources Available*

The ATEM web site contains a number of policy documents which will provide some useful information about how the Association operates. The main ones which will assist you are:

- ATEM Constitutions http://www.atem.org.au/members/policy_constitution.cfm and http://www.atem.org.au/members/policy_nzconstitution.cfm
- Code of Conduct http://www.atem.org.au/members/policy_code_of_conduct.cfm
- Affiliate Membership http://www.atem.org.au/members/policy_corporate_membership.cfm
- Organisational Responsibilities http://www.atem.org.au/members/policy_organisational_responsibilities.cfm
- Finance Manual (especially useful for Treasurers) http://www.atem.org.au/members/policy_finance_manual.cfm
- Conference Manual (essential for any Region hosting the Annual Conference) http://www.atem.org.au/conferences_annual_manual.cfm
- Awards and Grants Program http://www.atem.org.au/members/policy_awards_grants.cfm
- Institutional Coordinators http://www.atem.org.au/members/policy_coordinators.cfm
- Membership Recruitment http://www.atem.org.au/members/policy_membership_recruitment.cfm
- Professional Development Framework http://www.atem.org.au/activities_pd_framework.cfm
- Strategic Directions Statement http://www.atem.org.au/members/policy_strategic_plan.cfm
- ATEM Contacts List: all ATEM Contacts can be found at this address: http://www.atem.edu.au/about_office_bearers.cfm

6 *Organisational Responsibilities*

The document provides a working reference to the organisation of ATEM, with the intention of clarifying roles and responsibilities. It should be read with reference to other policy documents, in particular:

- ATEM Constitution/ATEM NZ Constitution
- ATEM Strategic Plan
- Conference Manual
- ATEM Awards and Scholarships
- Finance Manual
- Institutional Coordinators

6.1 *Regional Committees*

The Association is organised into seven regions whose role is to provide professional development for members of ATEM.

Each region is coordinated by a Regional Professional Development Committee (regional committee) with some flexibility in the structure of the committee. Regional committees will undertake the following roles and responsibilities:

- plan and provide the relevant professional development opportunities for region members, including programs that provide members in the region with an understanding of the tertiary education context in which they work. Liaise with the Secretariat's PD Coordinator on all professional development activities and opportunities, and work with the PD Coordinator to introduce the approved suite of association-wide PD activities alongside all local PD offerings.
- facilitate networking among members in the region through activities such as breakfast or lunch functions, a regional conference and mentoring opportunities.
- operate the region within the Association constitution, policies and strategic plan, and communicate ATEM policies, strategies and developments to region members.
- promote ATEM Scholarships and Awards to regional members, and make timely recommendations or nominations to the association on behalf of applicants or candidates
- maintain regional information on the ATEM website. The Regional Chair will provide timely advice to the Association on local issues and opportunities for all members as appropriate, and provide the Council and Secretariat with the required reports, including all those requested by the Secretariat in preparation of their activities and reports on behalf of Council
- the Chair of each region will arrange, via the Secretariat, for the election of regional committee members, and arrange and Chair meetings of the regional committee in accordance with the requirements of the constitution. Regional committee members are elected on staggered two-year terms.
- the Regional Chair will be a member of the ATEM Council and, as a member of Council, encourage regional members to be available as candidates for wider roles within the governance of ATEM.
- regional committees will actively promote ATEM as the key professional association throughout the region at all levels and also liaise with local institutions to establish institutional liaison links to/for the region. In this regard, the region will appoint institutional coordinators in as many institutions in the region as possible.
- actively encourage appropriate tertiary education staff in the regions to become members of ATEM and manage and support existing members. Maintain membership information for the Association membership database with the assistance of the Secretariat.
- maintain contact with local ATEM corporate members to ensure their on-going involvement in ATEM activities, assist the Secretariat in approaches to additional potential corporate members locally to encourage membership, and advise the Secretariat so that further action at Council level can be taken as appropriate
- responsibly manage any of the association's finances that are available to support regional activities, in line with the association budgets, and the policies and

guidelines as published in the ATEM Finance Manual, and submit budgets in accordance with Council's timelines.

- if required by a decision of Council, accept responsibility for the ATEM proportion of the hosting and management of the annual TEM Conference in consultation with Council and the Professional Conference Organiser (PCO), using the protocols and guidelines as laid out in the Conference Manual.

6.2 *ATEM Council and its Committees*

The ATEM Council and its Committees, including its elected officers, will undertake, but are not restricted to, these specific roles and responsibilities:

6.2.1 *Council*

- manage ATEM as a Professional Association for its members in accordance with the Constitution, and manage any required development of the ATEM Constitution.
- directly manage the operation of the finances of ATEM, including:
 - receive all fees and subscriptions, and all other income for the Association
 - determine the fee structure of individual and corporate membership each year
 - approve the budgets for ATEM, at all levels and for all purposes
 - set the priorities for strategic and developmental spending by Council and the Secretariat
 - oversee all direct ATEM investments (outside those of the Foundation)
 - receive such dividend payments as may be provided by the ATEM Foundation
 - ensure that the proper accounting for, and reporting on, all ATEM funds in accordance with the Council-approved Finance Manual for the Association is in place
 - ensure compliance with all Australian and New Zealand statutory requirements for the operation of, and reporting on, the Association and its funds.
- ensure that sound communications exist between Council and each region, ensuring full and open consultation, timely and accurate dissemination of advice and the provision of regional member details
- approve all Association policies and procedures, and ensure ATEM operates in accordance with the Strategic Plan and the agreed capital spending priorities
- approve and promulgate in an appropriate format, all ATEM codes and guidelines for the guidance of members and regional committees
- develop and approve ways by which ATEM should be recognised by government policy-makers at various levels, as the key professional association for staff working in the management and administration of tertiary education institutions in Australia and New Zealand, and have appropriate contacts developed to facilitate that recognition
- approve appropriate levels of consultation with governments, on matters impacting on members, on behalf of ATEM members and regions. In New Zealand, this role may be delegated by Council to an appropriate member of Council from the Aotearoa Region
- provide decision-making and leadership for the ongoing development of ATEM's part in the annual TEM Conference, in partnership with the PCO and with TEFMA, and as

determined from time-to-time by protocols and guidelines in the TEM Conference manual

- work closely with the ATEM Foundation to select appropriate Directors for the Foundation, and to suggest developments with commercial partners in tertiary education. (Note: The ATEM Foundation Pty Ltd is registered as a charitable company with ASIC. The ATEM Council is the sole member of the company.)
- agree to and manage strong strategic alliances with like organisations, locally and internationally
- regularly review the management of the key relationship with corporate members of ATEM and ensure appropriate communication of ATEM policies, conferences and activities to corporate members
- approve policy for the ATEM web site content and operation and for all the publications of ATEM, particularly the Journal of Higher Education Policy and Management.
- approve policy with regard to ATEM awards, scholarships and staff exchange opportunities, taking account of any recommendations of the ATEM Awards and Grants Committee. Formally receive the decisions of the Awards and Grants Committee on the recipients of the various awards.
- delegate to the President, the oversight of the operational arrangements of the ATEM Secretariat to ensure that appropriate support is being provided to members in the regions, and to Council and its Committees.

6.2.2 Awards and Grants Committee

This Committee is made up of the following members:

- one ATEM Vice-President, who will be Chair of the Committee, nominated by the President, and who will have the casting vote
- two Councillors
- one Regional Chair
- an ATEM member holding a senior management position in the tertiary education sector, nominated by the Chair of the committee.

6.2.3 President

The role of the ATEM President includes, but is not limited to:

- lead the review and on-going development of the Association's strategic plan.
- Chair Executive and Council meetings and ensure the efficient operation of all committees and officers of the Association
- represent the Association externally, with relevant government bodies and other professional associations and organisations, such as Universities Australia and the L H Martin Institute. Make public statements to the media on behalf of ATEM and work with the appropriate Council member from the Aotearoa Region to undertake these representations in New Zealand
- represent the professional interests of members, including drafting ATEM responses to government initiatives, as appropriate to ATEM. Work with appropriate Council member from the Aotearoa Region to undertake these representations in New Zealand.

- obtain any legal advice for the Association as required.
- maintain contact with the Association Patron and liaise with the Patron on behalf of the Association.
- lead the consultation with governments on matters impacting on members, on behalf of ATEM members and regions. In New Zealand, this role may be delegated by Council to the Aotearoa Regional Executive.

6.2.4 Vice Presidents

The two Vice-Presidents may be each delegated responsibilities which they oversee on behalf of the President and Council. Their roles will be delegated by the President according to the skills and expertise of the two incumbents. Both Vice-Presidents are expected to take an active role in promoting ATEM externally and to members and to assist the President with other duties as required. The role of the Vice-Presidents can include:

- assist the President to develop and maintain international links on behalf of the Association, in particular, those links with like professional associations in the USA, UK/Ireland, the Caribbean and in the Asia/Pacific area
- assist ATEM in developing strategic alliances with other relevant external organisations
- liaise, as required, with ATEM's key corporate members to develop appropriate activities for the corporate members of the Association
- advise on developing the branding and marketing of the Association, including the development and maintenance of the ATEM web site
- chair the ATEM Awards and Grants Committee and review the operation of scholarships, grants and ATEM Awards
- work with the contracted PCO to have oversight of, and to monitor arrangements for, the TEM Conference from year to year, to ensure continuity and compliance with the Conference Manual. Liaise closely with the PCO and with the local conference committee to ensure that any necessary actions are taken both before and after each conference
- chair the Financial Management Advisory Committee.

6.2.5 Association Secretary

The Association Secretary will be the ATEM Officer responsible for the administrative and secretarial operation of the Association. The ATEM Secretariat will undertake the specific day-to-day secretarial responsibilities of ATEM.

The Association Secretary will:

- coordinate the preparation of agendas and minutes for Executive and Council meetings by the ATEM Secretariat and ensure that follow-up action is completed
- draft the Association Annual Report for submission to the Annual General Meeting
- ensure there is appropriate editing of the Association Newsletter, *ATEM Matters*, and edit the Conference Manual
- in association with the Returning Officer, oversee the conduct of ATEM elections and advise Council on the appropriate format for elections.

6.2.6 Association Treasurer

The Association Treasurer will work closely with the ATEM Secretariat on the interpretation and implementation of Finance Policy for ATEM and the required reporting. The Secretariat team will undertake the day-to-day financial transactions for all of ATEM.

The Association Treasurer will:

- be part of the Financial Management Advisory Committee (FMAC) and will assist FMAC to advise on the financial affairs of the Association
- ensure that budget arrangements for the TEM Conferences are in accordance with the Conference Manual
- recommend and implement financial delegations on behalf of Council
- edit and maintain the Finance Manual in consultation with the ATEM Secretariat.

6.2.7 ATEM Councillors

The role of ATEM Councillors is focused around membership issues and membership needs. While it is not possible for these positions to have any specific representational role for all members, Councillors will take a particular interest in interpreting the feedback from the ATEM membership. Specific roles can be allocated between the two Councillors depending upon the skills and expertise of the incumbents. They would include:

- communicate with ATEM members (including ATEM Emeritus Chapter) and raise any issues with the President through the Executive and Council
- ensure that the ATEM web site is maintained and updated as an effective communication tool for members, an effective tool for presenting ATEM to the community and a significant operational tool for ATEM
- prepare and run the Members Forum at TEM Conferences and ensure that the outcomes of the Forum are considered by the Executive and Council
- review the Membership Brochure on a regular basis to ensure it is serving the needs of regions
- in consultation with the ATEM Secretariat, monitor the ATEM membership renewal process each year and report as necessary to Council
- in consultation with the Executive, advise on the operation of membership benefits and services
- work closely with institutional coordinators who are ATEM's representatives closest to the membership
- recommend to Council on the need for, and the timing and content of, a survey of members if the need so arises. Coordinate these surveys and report on findings to the Executive and Council.
- produce the electronic newsletter *ATEM Matters*
- assist in the work of the Professional Development Coordinator.

6.2.8 *ATEM Secretariat*

The ATEM Secretariat is contracted to the Association and reports to the President. It works closely with all members of Council, the Editor of the Journal and all Regional Officers. The ATEM Secretariat must develop an effective working relationship with the Association Secretary who is responsible for ensuring that the administration of the Association's affairs is effective and with the Association Treasurer who is responsible for its financial management.

Duties include but are not limited to:

- act as a central point of contact for all members of the Association, including the ATEM Emeritus Chapter and for external enquiries. Provide advice and information as necessary and report matters to the Executive Council or Regions if appropriate
- take responsibility for policy implementation and for the development of procedures as approved by Council
- ensure that regions are kept informed of developments at the Association level
- assist with branding and marketing of the Association by developing copy for brochures and other publicity material and making arrangements for printing and publication, either in hard copy or on the Association web site
- act as Minute Secretary for meetings of Council and its Committees and work with the Association Secretary to produce agendas and background papers
- assist the Association Treasurer by undertaking the day-to-day financial matters for ATEM, including invoicing new and existing members, and in the preparation of financial reports. Ensure that all follow up action is completed as appropriate.
- maintain an up-to-date record of all Council delegations
- liaise with the providers of the ATEM web support and monitor their ongoing effectiveness in web site maintenance and development
- maintain an accurate and effective membership database and ensure that it is being used consistently by the regions of ATEM. Liaise as needed with the regions to ensure the database meets the needs of the Association.
- provide support for the Association Secretary in the running of elections and referenda, in the preparation and operation of all ATEM meetings, and to ensure compliance with all statutory obligations
- assist Council to establish links with similar positions in other professional associations and, in consultation with the President and the nominated Vice-President, assist in developing and nurturing strong relationships with affiliated organisations approved by Council
- as a service function, act as Company Secretary and provide support and advice to the ATEM Foundation
- coordinate the ATEM Professional Development Program, ensure appropriate support is provided to regions and, in consultation with the President and the nominated Vice-President, maintain effective relationships with relevant external groups.

7 ATEM Code of Conduct

7.1 Preamble

This Code of Conduct is prepared for use by members of the Association for Tertiary Education Management (ATEM) in their day-to-day work in tertiary education. It is acknowledged that members are generally aware of what constitutes good conduct and that it is not possible to prescribe guidelines which will ensure integrity and appropriate behaviour. It is also acknowledged that ATEM's members are a diverse group, providing an equally diverse range of services to individual institutions which, in turn, have expectations about how their employees will conduct themselves.

This Code provides a framework which can be adopted by ATEM members and other staff in tertiary education to provide guidance in the conduct of their professional work and in their participation in the broader tertiary education management profession. It is not an exclusive code and its tenets may apply equally to all staff working in tertiary education, irrespective of level or functional area.

7.2 Code of Conduct

ATEM expects its members will behave towards one another and towards members of the community with integrity, fairness, impartiality and empathy.

ATEM members work within academic institutions and carry out functions designed to facilitate the academic enterprise. ATEM expects its members will:

- develop an appreciation and understanding of academic culture and traditions, and of the role and needs of academics and students
- develop an understanding of educational values and principles
- ensure that their conduct reflects academic and educational good practice.

In their professional work, ATEM expects its members will act honestly and with integrity. In particular, ATEM expects its members will:

- work with skill, care, diligence and impartiality
- show that they have considered carefully all aspects of their tasks before action is taken
- accept responsibility for their actions
- treat others openly, frankly, courteously and with sensitivity to their rights
- ensure that their actions in dealing with others do not harass or discriminate on grounds of sex, marital status, pregnancy, age, nationality, ethnic or national origin, physical or intellectual impairment, sexual preference or religious or political conviction
- avoid potential conflicts of interest that may influence, or appear to influence, their actions
- maintain the privacy and confidentiality of information they hold about others, except in circumstances where they are properly required to release it

- refuse to accept gifts or benefits that might cause them to carry out their work in a particular way or to deviate from a proper course of action, or might be seen to cause them to do either of these
- ensure that institutional and public resources are used appropriately in the course of their duties.

In their broader professional activities, ATEM expects its members will:

- be informed and up-to-date about developments in tertiary education management
- be reflective in their practice
- develop and maintain agreed ATEM Professional Capabilities as a manager and administrator through active participation in professional development programs of their institutions and their relevant Region
- foster a culture of life-long learning
- actively share their knowledge with other members of ATEM and with the sector in which they work.

Item 8.2.3 List of Compliance and Reporting Requirements & Deadlines

List of Compliance and Reporting requirements and deadlines

1. Tax and GST returns

Neither ATEM nor the Foundation is required to submit Income Tax returns. The Foundation is able to claim back share imputation tax credits annually.

GST returns are required for both ATEM and the Foundation. Forms supplied from the Australian Taxation Office must be completed and submitted by **28 February, 28 April, 28 July and 28 October** each year.

New Zealand requirements are to be added.

2. Annual Returns

ATEM is required to submit the audited annual financial statements and the names and addresses of ATEM Council members on the prescribed forms to the ACT Government Office of Regulatory Services by **30 June** each year. This requires the financial statements to be audited and the AGM to be completed before that date. New Zealand returns are required by **31 May**.

The Foundation is required to submit audited annual financial statements and the director's report to ASIC no later than four months after the end of its financial year to avoid fines. This means that the reports need to be audited and submitted by **30 April** each year.

The notification of any changes to the Directors of the Foundation need to be made within 30 days of the change

Item 9.1 Induction Pack for New ATEM Members

Committee – Judy Szekeres (Chair), Terry Fulljames

The need for an induction pack for new members has been discussed for a number of years at Council. Through a discussion at Central Region and then some email traffic between Terry and me, we have agreed the following suggestions.

It was felt that we need to provide a reasonable mix of promotional material that people are likely to use and carry around with them and information that they might require when they join the organisation. It is best if the branded items and most documentation are sourced centrally and either sent from centre when a new member joins, or disseminated to Regional secretariats to send to new members.

Suggested Induction Pack

Branded Items

- ATEM Pin
- Compendium – a reasonable zippered compendium can be found for around \$25 each
- Pen – reasonable quality, metal, preferably refillable – can be found for around \$10 each, in a soft holder for around \$15
- Business Card Holder – a quite nice aluminium one can be found for around \$10

Documentation

- Letter of welcome, either from ATEM President, or Regional Chair (or both?) including information about ATEM and what it offers members and details of the Regional committee members and Institutional Coordinator.
- Relevant documents such as the code of professional standards, list of AUA guides, Reading List etc
- Flyer for future, or the year's events in the Region
- Hard copy of the ATEM Newsletter
- Copy of the latest JHEPM
- LH Martin material
- Any other local relevant material (in SA we would include a PCE brochure because they provide a discount to ATEM members).

It was felt also that current members should be given at least some of the promotional items, although the cost may be prohibitive. However, a number of people will have joined over the last few years and received nothing. Clearly new pins need to be provided to all members.

(Note from Assistant Secretary: The other thing we need is new silver and gold pins for Associate Fellows and Fellows. We are still using the old ones which are likely to become collector's items when the new ones come out.)

Item 9.3 Report on Regional Scholarships

The issue of Regional Scholarships has been discussed with Linda McLain and several other members of the ATEM Council

When considering this issue it is important to keep in mind that every region is different in relation to the extent of its membership and the number of tertiary institutions. It is therefore difficult to develop an award system where one size fits all.

Also ATEM members while being part of a national and to some extent international organisation do feel part of a Regional group to which they show most of their allegiance. It is considered important that the Region therefore should be seen to provide some reward for their support.

It is our contention therefore that Regional Scholarships as the name suggests should remain the responsibility of Regional Committees

Regional Committees should be responsible for the following in relation to Regional Scholarships

- The extent and value of any Regional Scholarships

- Scholarship requirements

- The decision to award scholarships in any particular year

- The Region has or will generate sufficient funds to be able to award the scholarships

- The administrative issues associated with awarding scholarships

The extent and value of regional scholarships should be considered as part of the regional budget process as there is no other source of funds for these scholarships at this stage in ATEM's development

Rex Jones and Linda McLain