

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

**Council Agenda**

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

There will be a reception and Council dinner on Thursday 18 March. The Reception at 6.00 pm with local ICs and VCs will be at Old Government House, Building 102, followed by dinner at The Soul @ Viaduct Restaurant at 8.00 pm.

Accommodation has been booked for you in the Hyatt Regency Hotel. Please ring Manoj Heenkenda on this number +64 9 355 1234 or fax +64 9 303 2932 to confirm your reservation. Bed and Breakfast will be paid for by Peter Scardoni for one night only being Thursday 18 March.

**DELEGATES**

Stephen Weller	President
Linda McLain	Vice-President
Tony Heywood	Vice-President
Rex Jones	Association Treasurer
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
Jo Miller	Chair, Tropical Region
Ken McCluskey	Chair, Western Region

**In Attendance**

Maree Conway	Executive Director, ATEM Secretariat
Giles Pickford	Assistant Secretary, ATEM Secretariat
Peter Scardoni	Assistant Treasurer, ATEM Secretariat

**\*1. Welcome and Apologies**

Apologies have been received from Rex Jones.

**\*2. Starring of Items**

The President will invite members to star or unstar agenda items. He will then move that all unstarred items be resolved in the affirmative.

**\*3. Minutes**

The Minutes of the meeting held on 11 December at the Crowne Plaza Hotel, Sydney, are attached. For confirmation [Pages 5-11](#)

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

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

The ATEM Action Sheet is attached. For discussion [Pages 12-15](#)

#### **5. Future Directions**

##### **\*5.1 The ATEM Identity**

Maree Conway will give report on the "Proof of Concept" discussions with Fuji Xerox.

##### **\*5.2 The Future TEMC Conference**

A report from the ATEM/TEFMA Joint Steering Committee is attached. For discussion [Pages 16-18](#)

##### **\*5.3 The Future ATEM Web Site**

A report from the web developer will be available at the meeting.

#### **6. Reports**

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

The President's report is attached. [Page 19](#)

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

The Executive Director's report is attached. [Pages 20-21](#)

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

The Treasurer's report will be circulated separately.

##### **\*6.4 Report on the Review of the ATEM Foundation**

VP Tony Heywood's Report is attached. For discussion [Pages 22-33](#)

##### **\*6.5 Review of the Strategic Directions Statement**

VP Linda McLain's report is attached. For adoption [Pages 34-40](#)

## **\*6.6 Leadership Framework**

VP Linda McLain's report is attached. For Discussion [Pages 41-44](#)

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

Ian Dobson's report is attached. For noting [Pages 45-54](#)

## **6.8 Report of the Returning Officer**

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 since 2005. We all thank her for her contribution. Linda and Heather's terms start on 30 April this year and continue until after the 2012 AGM. For adoption

## **6.9 Report from Susan Hudson**

Susan Hudson's report on her research project is attached. For noting [Pages 49-54](#)

## **7. TEM Conference Reports**

### **\*7.0 Report from TEMC Steering Committee**

The Minutes of the first meeting and the terms of reference are attached. For noting and adoption of the Terms of Reference [Pages 55-57](#)

### **\*7.1 TEMC 2010 Melbourne**

RC Joanne Austin's report is attached. For discussion [Page 58-59](#)

### **\*7.2 TEMC 2011 Gold Coast**

RC John Swinton's report is attached. For discussion [Pages 60-61](#)

### **\*7.3 TEMC 2013 Alice or Adelaide**

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

### **\*7.4 TEMC 2015**

A submission from the Wollongong Bid Team is attached. For consideration [Pages 63-79](#)

### **\*7.5 International & Other Conference Reports**

The Secretariat was asked to prepare a paper on the strategic value of existing affiliate partnerships and the potential for new affiliations. The Paper is attached [Page 80](#)

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

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 21-24 April 2010 New Orleans	Ken McCluskey (Western)	
AAUA 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	
AUA 29-31 March 2010 Warwick	Stephen Weller (Bass)	
ACHEA early July 2010	?	
AFR Conference 8-9 June 2010	Judy Szekeres (Central) Giles Pickford (self-funded)	
UA Conference 3-5 March 2010	Stephen Weller (Bass)	

It was agreed that ATEM needed to actively seek paying delegates from its affiliate associations to attend TEMC, and develop a program specifically for them. The TEM Conference Steering Committee's report is attached and many of its themes encompass this issue. [Pages 16-18](#)

## **8. Other Business**

### **8.1 Update of ATEM Policy Documents**

The ATEM Secretariat has updated the suite of Policy Documents. The updated Documents are attached. For adoption [Pages 81-106](#)

### **\*8.2 Analysis of the Governance Survey of Councillors**

Tony Heywood's report is attached. [Page 107](#)

## **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
30 April 2010	ATEM AGM	All Day and night	Cyberspace
25 June 2010	Council	9.30 am to 3.30 pm	Brisbane
3 October 2010	Council	9.30 am to 3.30 pm	Melbourne
5 October 2010	ATEM Awards Breakfast & Members Forum	6.30 am to 8.30 am	Melbourne
5 October 2010	ATEM Ghosts Lunch	12 noon – Ferry leaves	MCG
10 December 2010	Council	9.30 am to 3.30 pm	Sydney

GP 15/2/10

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

**Council Minutes**

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

**PRESENT**

Stephen Weller	President
Linda McLain	Vice-President
Tony Heywood	Vice-President
Rex Jones	Association Treasurer
Heather Davis	ATEM Councillor
Maddy McMaster	ATEM Councillor
Ali Hughes	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Jenny Till	Chair, NSW/ACT Region
John Swinton	Chair, South-east Queensland/Northern Rivers Region
Jo Miller	Chair, Tropical Region
Ken McCluskey	Chair, Western Region

**In Attendance**

Maree Conway	Executive Director, ATEM Secretariat
Giles Pickford	Assistant Secretary, ATEM Secretariat - must leave at 2.30 pm
Peter Scardoni	Assistant Treasurer, ATEM Secretariat - must leave at 2.30 pm

**1. Welcome and Apologies**

An apology was received from Toni Hodge, Association Secretary

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

**2 Starring of Items**

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

**3 Minutes**

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

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

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

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

The ATEM Action Sheet was discussed and updated.

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

Council noted that the Secretariat had called for expressions of interest for the position of ATEM Councillor on 3 October. The call went out to the whole of ATEM as resolved by Council in Darwin. An electronic election was held on 23-27 October and Councillor Maddy McMaster was declared elected on 28 October.

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

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

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

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

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

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

#### **5. Future Directions**

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

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

The system was very impressive and Council agreed that it should take the next step which would involve a 3-hour Proof of Concept (POC) meeting between FX and ATEM. Council resolved that the ATEM representatives at the POC session would be chaired by Jo Miller

(Tropical) and include Joanne Austin (Bass Region Chair), Kate Rawlings (Aotearoa Chair), Murray Wackett (ATEM Secretariat Western Region), Jo Schneider (ATEM Secretariat Central Region), and Maree Conway (Executive Director).

## **5.2 Future TEMC Conference**

VP Tony Heywood facilitated a session on the future of TEMC. The background to the discussion was Minute Item 7.2 of the previous meeting which listed all the matters to be reviewed by the TEMC Joint Steering Committee: which consists of Tony Heywood and Maree Conway ATEM and Matt Smith and Andrew Frowd of TEFMA.

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

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

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

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

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

Maree Conway facilitated a session on the revision of the entire ATEM web site in 2010.

Council considered a set of questions that included:

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

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

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

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

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

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

- Navigation – technical issues and misplaced content
- 'Contact' visibility
- Static site - needs more interactivity to show what we are doing (e.g. photos of events, award winners etc)

- Not being used to promote ATEM
- Separation of education, events, and conferences is confusing
- Shortcomings have generated multiple other sites to cater to needs
- Weekend Update - static
- Can't find Institutional Coordinators - needs to be more up front

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

- Better articulation of role responsibilities - along with photos
- Better visibility for corporate members (links to institutional websites)
- Better reporting of finances for members - this is how your membership fee is being used
- Tagline - for segments?

## **6 What added functionality?**

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

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

- University World News

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

## **6. Reports**

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

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

The President's report was accepted.

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

Council discussed Maree Conway's report.

1. It was noted that the 2010 program was currently being finalised, and would be available in mid-January 2010.
2. It was agreed that the 2011 Professional Development Planning meeting would be held in conjunction with the June 2010 Council meeting.

3. It was agreed that the priority under collateral was the new ATEM Membership Brochure and Promotional Banners.
4. It was agreed that Maree Conway and RC John Swinton should discuss the appointment of a Regional member of the ATEM Secretariat in SEQ/NR
5. It was agreed that the ATEM Secretariat should move to populate the Wiki which has been set up to store all our policy documents and is accessible only to Council and the Secretariat.
6. The Minutes of Council and all regional committees can now be stored on the ATEM web site and thus be accessible to all members. Not all Regions have yet uploaded their Minutes and were encouraged to do so.
7. It was agreed that Council needed to define selection criteria for its members applying to be the ATEM Delegate at international reciprocal conferences. This matter was referred to VP Linda McLain and the Awards and Grants Committee.
8. It was agreed that the Executive Director continue to continue discussions with Customer Service Benchmarking Australia about a possible partnership, and that she report to the March meeting of Council.

Council noted the following item from the Executive Director:

John Chapman AM, OAM, ASM, NSW/ACT Regional Executive Officer will be retiring at the end of 2009. ATEM owes John much for his dedication, commitment and passion for the Association. His work behind the scenes in the NSW/ACT Region is legendary and has produced some ATEM benchmarks in terms of reporting and service to a number of regional committees. I thank him personally for his support and goodwill, and will miss him being an integral part of the Secretariat.

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

The Report of the Executive Director was accepted.

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

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

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

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

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

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

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

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

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

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

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

The interim report was noted.

#### **6.7 TEM Conference Reports**

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

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

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

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

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

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

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

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

#### 6.7.4 International & Other Conference Reports

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

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
ACCRAO 21-24 April 2010 New Orleans	Ken McCluskey (Western)	
AAUA 5-7 November Arlington Virginia	Linda McLain (Aotearoa)	
AUA 29-31 March 2010 Warwick	Stephen Weller (Bass)	
ACHEA early July 2010	?	
AFR Conference 8-9 June 2010	Judy Szekeres (Central) Giles Pickford (self-funded)	
UA Conference 3-5 March 2010	Stephen Weller (Bass)	

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

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

### 7. Other Business

#### 7.1 Leadership Framework

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

#### 7.2 Governance Survey

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

### 8. Next Meeting

The agreed meeting schedule for 2010 is below.

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

GP 15/12/09



**Item 4.1**                      **ATEM Council Action Sheet**  
**Updated: 8 March 2010**

**Note:** a report on progress against allocated items in the Action Sheet is due at each Council meeting unless explicitly stated in the Action column. The first person listed in the Accountability column is responsible for making the progress report to Council.

Category	Meeting	Action	Progress	Accountability	Status
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
ATEM Council	Sept 2009	Consider ATEM representative on AUQF Steering Committee for 2011 onwards		Stephen Weller	
ATEM Council	Dec 2009	Complete review of Strategy Statement and Strategic Plan	Review completed, draft for consideration to March 2010 Council meeting	Linda McLain	At Council for consideration
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	
Awards, Grants and Scholarships	Dec 2009	Liaise with Susan Hudson about nomenclature project	Discussions held	Linda McLain Maree Conway	Underway
Finances	2008	Complete Finance Manual, revise signatories		Rex Jones Peter Scardoni	
Finances	2008	Payroll deductions introduced as widely as possible	Six institutions found to date	Stephen Weller	Review needed
Finances	Sept 2009	Prepare policy document on budget principles and treatment of budget surplus		Stephen Weller Rex Jones Regional Chair?	
Finances	Sept 209	Create separate entry in balance sheet for each type of asset		Rex Jones Peter Scardoni	

Category	Meeting	Action	Progress	Accountability	Status
Finances	Dec 2009	Finalise budgets and transfer excess funds held in regional accounts		Rex Jones	
Foundation	Dec 2009	Compete review	Complete – report to March 2010 Council meeting	Tony Heywood	At Council for consideration
Institutional Coordinators	July 2009	Follow through on action relating to Institutional Coordinators		Toni Hodge	
Marketing	2008	Commission external communications expert	Discussion with Fuji Xerox underway, proof of concept meeting held Feb 10	Maree Conway	Underway
Marketing	2008	Re-develop ATEM website (note includes action from December 2009 action sheet)	Budget allocation made, website concept brief due at March 2010 Council meeting	Maree Conway	Underway
Marketing	Sept 2009	Branding collateral to be developed and finalised	Steering Group established under Jo Miller to coordinate. Strategy sheet developed, membership brochure, banner and business cards underway	Jo Miller Barb Stubbs	Needs attention
Partnerships	Dec 2009	Prepare a paper on the strategic value of existing affiliate partnerships and the potential for new affiliations		Toni Hodge	
Professional Development	July 2009	Organise 2010 PD Planning Session, and review of PD Fee structure for 2011	Arrangements to be finalised (month agreed)	Maree Conway	Not yet started
Professional Development	July 2009	Develop PD Leadership Framework	Discussions with Geoff Scott, budget agreed	Linda McLain Maree Conway	Underway
Risk Management		Monitor five main risks and review annually		Stephen Weller Linda McLain Tony Heywood	
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

<b>Category</b>	<b>Meeting</b>	<b>Action</b>	<b>Progress</b>	<b>Accountability</b>	<b>Status</b>
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
TEMC	Sept 2009	Explore TEDx potential for TEMC in 2011	Not yet started	TEMC Steering Committee (Maree Conway)	Not yet started
TEMC	Dec 2009	Liaise with Leishman's about possibility of hypothetical on higher education worker nomenclature	Not yet started	TEMC Steering Committee (Tony Heywood)	Not yet started
TEMC	Dec 2009	Convene meeting of TEMC Steering Committee	Meeting held Feb 10	Tony Heywood	COMPLETED – remove from action list
TEMC	Dec 2009	Discussion TEMC 2010 issues with TEFMA representative		Judy Szekeres	
TEMC	Dec 2009	Investigate ideas for TEMC 2010		Joanne Austin	

## **Item 5.2 The Future of the TEM Conference**

### **TEMC Steering Committee**

#### **Minutes**

Teleconference held at 11am (AEDT) on Tuesday 16 February 2010

**Present:** Mark Bradley, Maree Conway, Tony Heywood, Dominic Marafioti

#### **1. Welcome and Apologies**

All members were present and were welcomed to the inaugural meeting of the Steering Committee.

#### **2. Terms of Reference**

Terms of Reference (TORs) for the Steering Committee had been drafted previously through discussions between Tony, Maree and Matt Smith. These had been distributed prior to the meeting. It was agreed that the TORs were appropriate and would be taken to both the ATEM Council and the TEFMA Board for endorsement.

The need for communication with Local Organising Committees (LOCs) was raised as they will need to be informed of the creation of the Steering Committee and its role. A copy of the TORs and these Minutes will be sent to the LOCs for the upcoming TEMCs for their information. It was suggested that one member of the Steering Committee should be ex-officio on the LOC for each conference to ensure communication flow. The person would not be considered part of the 'core' of the committee, but would receive copies of meeting papers and have the option of attending meetings. The following were allocated to upcoming TEMCs:

2010	Maree Conway
2011	Mark Bradley
2012	Dominic Marafioti
2013	Tony Heywood

The issues dealt with by the Steering Committee would have minimal impact upon the 2010 TEMC and some issues may be too late for incorporation into the 2011 TEMC. It was noted that the Conference Manual would be 'owned' by this Steering Committee and would be a key channel for principles/policies coming out of the Steering Committee to be communicated.

#### **3. Issues for Consideration**

The following list of issues was generated at an ATEM Council meeting for consideration by the Steering Committee. They have been separated into categories according to type:

##### ***Strategic/coordination/management/communication***

- 1) Define what the conference is for – what it is aiming to achieve – forum to debate issues?*
- 2) The role of the Chair of the Organising Committee and the benefits of ongoing developing expertise especially with stronger ATEM Secretariat.*
- 3) Reconnecting with international organisations and delegates attending TEMC*
- 4) Update KPIs for PCO contract*
- 5) A TEMC logo*

- 6) *Call for papers to be made immediately after the latest TEMC*
- 7) *Review TEMC material to ensure delegates are educated on the event*

### **Conference Structure**

- 1) *Review the conference programme format*
- 2) *Look at ways of improving networking opportunities*
- 3) *Look at having papers on specific themes with discussions after presentation*
- 4) *Review special interest groups – group chair*
- 5) *Look at having more variation in times for papers – longer/shorter*
- 6) *Have networking board at TEMC where delegates can leave messages to link up and network with others with like interests*
- 7) *Look at ensuring NZ issues on programme – less university focused programme – have a NZ representative on each organising committee*
- 8) *Review having motivational speakers on programme*

### **Papers/Presenters/Sessions**

- 1) *Review procedures surrounding the refereeing of papers*
- 2) *Review procedures for selecting papers – more information on presenters and topic prior to selection*
- 3) *Review procedures for supplying feedback to those propose papers were rejected*
- 4) *Review reason why research based papers appear to have a high rejection rate*
- 5) *Need to develop clear outline of what is required of presenters*
- 6) *Review the quality of papers being presented – is this the place for 1<sup>st</sup> time presenters?*
- 7) *If 1<sup>st</sup> time presenters to continue then review requirements such as having a mentor or attending a course on presenting skills or similar*
- 8) *Require a first time presenter to present at a Regional conference first – if available*
- 9) *Professionalism of presenters – look at methods of reviewing proposed papers and presenters – raise the bar on presentations – paid presenters?*
- 10) *Review process for selecting chairs of sessions*

The approach to working through these issues would be:

1. Seek approval of the TORs at the March/April governing body meetings.
2. Meet approximately 4 times from April - Sept to address the identified issues.
3. Identify sections (or gaps) in the Conference Manual dealing with an issue to be addressed at a specific meeting.
4. Work through the issue and propose a principle/policy for endorsement by the ATEM Council and TEFMA Board.
5. Incorporate the agreed change in the Conference Manual.

It was noted that some of these issues (TEMC logo; KPIs) were already being addressed. The list was seen as an appropriate start for the Steering Committee at this stage and no additional items were added, although others may become apparent as the work was undertaken. A comment was made that some matters may be treated differently due to the differing needs of ATEM or TEFMA, such as refereed papers.

The Steering Committee agreed that structural issues would be the first priority as this may be of most benefit to inform upcoming decisions of the 2011 LOC.

Dominic circulated the latest version of the Conference Manual to provide the base document for any discussion and changes.

#### **4. Next Meeting**

It was agreed to schedule the next meeting for 12 April 2010 at 2pm (Sydney time) for 90 mins

#### **5. Other Business**

There was no other business and the meeting closed at 11.28am.

### **TEMC Steering Committee - Terms of Reference**

#### ***Purpose***

The TEMC Steering Committee provides strategic oversight for matters relating to the Tertiary Education Management Conference, on behalf of ATEM and TEFMA.

#### ***Terms of Reference***

The Steering Committee will:

- Consider all strategic matters applying to the TEMC. These matters may be referred from the ATEM Council, the TEFMA Board, or a Local Organising Committee (LOC) and will broadly fall within the following categories:
  - Focus and structure of the conference
  - Strategy/management/communication issues
  - Issues relating to session design and balance of presenters
- Monitor that the TEMC is achieving its aims as determined by ATEM and TEFMA.
- Work with the Professional Conference Organiser (PCO) to ensure the TEMC is designed to enable it to be recognised as a leading conference in the Australasian tertiary education sector
- Liaise with the PCO on contractual and strategic issues.
- Provide continuity and learning from conference to conference, liaising with the LOC as required.
- Provide guidance to the LOC and the PCO on matters determined by the Steering Committee that are to be incorporated into the arrangements for each specific conference.
- Maintain the Conference Manual, with input from individual LOC members as required.
- Refer matters as appropriate to the ATEM Council and the TEFMA Board for consideration and/or decision.

The Steering Committee works closely with each LOC but does not normally deal with operational and logistic issues relating to an individual conference.

#### ***Membership***

The Steering Committee consists of two ATEM representatives and two TEFMA representatives, as appointed by the respective associations.

#### ***Meeting Frequency***

The Steering Committee will meet as required, however no less than three times per year.

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

1. In my recent *President's Perspective* I took the opportunity to acknowledge the contributions of Toni Hodge in her role as Association Secretary. Toni has served in this role since 2005 and at our March Council meeting it is only appropriate that we formally thank her for her contributions during this time. In acknowledging Toni we also welcome Heather Davis to the role of Association Secretary having already been a member of Council in her role as Councillor. I am sure Council will join me in congratulating Heather on her election to this new role. Pleasingly, Linda McLain has also been re-elected to the role of Vice-President and I am pleased that we can continue to enjoy the contribution and commitment of Linda.
2. I also took the opportunity to welcome Barb Stubbs to her role as Administrative Officer and would in turn ask Council to join me in formally welcoming Barb into this new and important appointment. As I mentioned in my President's Perspective:

*"...this new part-time appointment is a key milestone for ATEM in that it recognises the support and activity that is required to bring together and promote our extensive professional development program. It also reflects our increasing online presence through the ATEM website with promotion, registration and evaluation of professional development now undertaken online".*

I look forward to working with Barb in this new role and also look forward to welcoming her to a future meeting of the Council.

3. Nominations have recently been called for regional Chairs for Bass, NSW/ACT, SEQ/NR and Tropical. In the same way that we recognise and acknowledge the achievements of the members of the Executive it is also important that we recognise and appreciate the role of our Regional Chairs. Whilst we have moved to a single association across our regions we need to remain conscious that core membership and professional activity takes places amongst our member institutions and it is our Regional Committees that are responsible for much of our institutional engagement.
4. Council Members will have seen the recent call by Maree Conway, Executive Director, to finalise the content of our professional development activities in order to allow the publication of the 2010 Professional Development Program. The release of this program via our website and through circulation to individual members, corporate institutions, and past attendees of professional development programs marks the 'real launch' of our association wide professional development program. I encourage all Regional Chairs to ensure the accuracy of this material and also to be conscious that for 2011 we need to be releasing this program even earlier and ideally by the end of January.
5. Following the recent call for nominations for the position of Vice-President and Association Secretary the Council now has a casual vacancy for the role of Councillor that it needs to address. In considering this vacancy I would like to formally recommend that Council appoint Dr Terry Fulljames to this role following his expression of interest for the previous casual vacancy of Councillor. Terry is the Academic Director of the Bay of Plenty Polytechnic and a member of the Aotearoa Regional Committee

Dr Stephen Weller  
**ATEM PRESIDENT**  
05 March 2010

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

### **1 Professional Development**

#### **1.1 2010 PD Program Booklet**

A verbal report will be made at the meeting about progress with completion of the 2010 PD Program Booklet. **For discussion and agreement about timelines for production of 2011 Booklet.**

#### **1.2 ATEM Programs for 2010**

The first Orientation to the Tertiary Education Sector will be held in Perth on 21 April. Speakers will include myself, Giles Pickford, and an LH Martin representative. A copy of the program will be available at the meeting. The Middle Managers Program will be held twice in 2010, in Brisbane and Sydney. New program content is being developed. The Expanding Your Influence Program will also be held in 2010 in Melbourne. Planning for the Leading Thinkers Series will commence in March, with three sessions planned. **For noting.**

### **2 Secretariat**

#### **2.1 Appointment of Administrative Officer**

Council has been advised separately about the appointment of Barb Stubbs as the ATEM Administrative Officer. Barb commenced work on 1 March. An online project management site (basecamp) is being trialled with Barb to allow effective virtual coordination of tasks. **For noting.**

#### **2.2 Secretariat Meetings**

A 2010 schedule for quarterly teleconferences for the Secretariat has been set, with the planned face-to-face meeting scheduled to occur in July 2010 in Melbourne. **For noting.**

#### **2.3 Policy and Procedures Wiki**

Maintaining the ATEM wiki (<http://atem.pbworks.com>) is now being coordinated by Barb Stubbs. All Council and Secretariat members have access to the wiki, and are encouraged to access the wiki for information about ATEM's policy and procedures. **For noting.**

### **3 Communication**

#### **3.1 ATEM Emails**

All Council and Secretariat members have been allocated an [atem.org.au](mailto:atem.org.au) email address to use when on ATEM business. Set up requires each member to either set up their local email client to receive emails, or log into the site (<http://webmail.atem.org.au>) and forward their emails to their work email address (if this latter option is chosen, the option to delete the message from the ATEM server should be checked). **It is recommended that Council decide that from now on, all Council and Secretariat members be required to use the atem.org.au email address.**

#### **3.2 Google Apps**

The new email system has been set up under google apps, which also incorporates google calendar, google docs, google chat and includes mobile functionality. Google docs in particular could be useful when drafting documents, since the document remains on the web, and people go to it, so there is only one version of the document in circulation. **It is recommended that we begin to test google docs for document development.**

#### **3.2 Yammer**

A pilot Yammer site (<https://www.yammer.com/atem.org.au>) has been set up for the Secretariat, to test the functionality and ease of use. Yammer is similar to facebook in its functionality, and permits communication in real time. It will allow the Secretariat to communicate across regions as needed, and provides another communication option. **For noting.**

#### 4 ATEM Website

I have been having discussions with Evolution 7 about using google analytics in a more systematic way to monitor and analyse traffic on the ATEM website. A comparison of 2008 and 2009 traffic was tabled at the December 2009 meeting.

I asked E7 to provide an indication of what needs to be done to improve our SEO (search engine optimisation). They provided the following suggestions, which are provided here for consideration by Council.

- Hero keyword identification via traffic and competitor analysis – in this process we would identify the optimum keywords around which our SEO efforts will be focussed. These are the ones for which we want ATEM to rank – and although we know “pd” and “professional development” will most likely be on the list, we also need to identify the secondary keywords to maximise traffic to the ATEM website while optimising user conversions (i.e. sign-ups/registrations etc)

- Once we had our keywords identified, we could commence a campaign to source high-quality backlinks for ATEM in relevant online education directories, and business and training directories. This work is “off-page” and will thus carry over in effect to the new website when it goes live – they strengthen the domain’s authority for search rather than the website itself

- Identification of these keywords would also inform the copywriting, image labelling and to an extent the site architecture for the website redevelopment – we would be able to ensure that it goes live with keyword-rich and search engine-friendly content, seeded with our hero keywords to be on-strategy

- Lastly we could develop the Google Analytics profile of ATEM to track a greater depth of information about visitors to the website – this would inform our continuing search strategy, and would also in a large part transfer to the new website once launched.

An estimate only of costs is provided in the following table.

<b>Description</b>	<b>Units and Rate</b>	<b>Total</b>
Keyword analysis and identification	3hrs @ \$120 p/h	\$360
Backlink acquisition campaign – monthly	2hrs per month @ \$120 p/h	\$240 p/m
Google Analytics profile scope and strategy specification	3hrs @ \$120 p/h	\$360
Google Analytics development and integration	5hrs @ \$150 p/h	\$750

**For consideration.**

#### 5 Partnerships

##### 5.1 CSBA – Customer Service Benchmarking Australia

A verbal report will be made at the meeting.

##### 5.2 Fuji Xerox

A verbal report will be made at the meeting.

## **Item 6.4      Review of the ATEM Foundations**

### **1.      Background to the Review**

This review was initiated at the meeting of the ATEM Council in September 2009. Richard Easter, Chair of the Foundation, attended the meeting and presented details relating to the Foundation. Following discussion, the resolution below was recorded:

#### **Agreed:**

*That a sub committee comprising Tony Heywood (Chair), Richard Easter (Chair of the ATEM Foundation), Rex Jones, Peter Scardoni and Neil Voyce be established to review constitutional and other matters related to the ATEM Foundation and the ATEM NZ Foundation and report back to the ATEM Council. Matters to be considered include:*

- *Consider the issue of surplus ATEM funds being transferred to the ATEM Foundation in perpetuity*
- *Pooling of ATEM Inc and Foundation funds for investment purposes but accounting for the funds separately*
- *Future consideration on the use of professional financial advisors or consideration of a managed funds approach*
- *Examine the reporting requirements for both the Australian and NZ Foundations and timely lodgement of financial statements, changes in directors etc.*

Subsequent to the meeting, Giles Pickford was added to the review sub-committee. The date for reporting to Council was set as March 2010.

In terms of due process, it must be remembered that ATEM Inc in both Australia and New Zealand are separate legal entities to the two Foundations, although they are obviously closely related. The decisions required in this report relate to either the Australian Foundation or ATEM Inc in Australia; however they need to be made by the correct body. While this sub-committee was established by the ATEM Council, the majority of decisions contained within the report are properly to be made at a meeting of the Board of Directors of the ATEM Foundation.

The summary components of each section outlines decisions to be made and clearly identifies the decision-making body responsible for the decision.

### **2.      About the ATEM Foundations**

#### **2.1      Establishment and Legal Status**

In 2001, the ATEM Council decided to establish separate Foundations in New Zealand and Australia, essentially to raise funds and to develop partnerships with business and industry to assist ATEM in the achievement of its objectives. Note that neither entity is ‘controlled’ by ATEM in a legal sense; although in practice ATEM is the major stakeholder and appoints a majority of those in decision-making positions within the entities.

##### **2.1.1      New Zealand Foundation**

The “Association for Tertiary Education Management Foundation” was set up as a Charitable Trust under the Charities Act. Significant efforts (primarily by Tom Gregg) to attract partners were made just after the Foundation was established and were almost successful. Although registered, this Foundation has never had any income or expenditure. The NZ Foundation has a Trust Deed that provides the framework for its governance. Under the Trust Deed, a minimum of three Trustees are required. ATEM Inc (NZ) has the power to appoint or remove Trustees.

The Trustees are:

- Tom Gregg (Chair)
- Warwick Nicholl
- Virginia Ferguson

The Registered Office is 20 Kirkwood Ave, ILAM, CHRISTCHURCH (*the address of the University of Canterbury*).

### **2.1.2 Australian Foundation**

The “*Association for Tertiary Education Management Foundation*” in Australia is registered as a public company limited by guarantee through ASIC and the ATO has approved it as a Charitable Fund. It has also been deemed eligible for ATO tax concessions in the form of Income Tax Exemption and GST Concession. Note that endorsement as a Charitable Fund does not mean it has Deductible Gift Recipient status. The Foundation has ASIC approval not to use the word “Limited” in its title.

The Australian Foundation has been operating for several years, with its major activities involved in investing money within the share market.

The Australian Foundation has a Constitution that provides the framework for its governance. The Constitution provides for one initial Member (like a shareholder), stated to be ATEM Inc, although a meeting of the Members can admit additional Members. As ATEM Inc is a body corporate and cannot act without human agents, ATEM Inc uses the ATEM Council to determine its views at any meetings of Members such as the AGM. Note that individual Council members are not Members of the company, the Association is the Member, and thus the Council as a group only has one vote.

The Constitution allows for between three and nine Directors of the Foundation, with ATEM Inc permitted to appoint five Directors. The appointment of up to four further Directors is a decision that is made by the five ATEM Inc appointed Directors. There was an intention when the Foundation was first established that Director positions could be given to significant business or industry partners. Note that ATEM Inc appointments as Directors should be formally resolved and recorded during ATEM Council business.

The current Directors are:

- Richard Easther (Chair)
- Ian Marshman
- Stephen Weller
- Linda McLain
- Tony Heywood
- Rex Jones
- Giles Pickford

It is an issue to address that there are seven Directors, all of whom were appointed by ATEM Inc. To resolve this issue, it is suggested that the ATEM Council consider and advise its five appointments. It is suggested that the Council may wish to determine a policy for appointing Directors, such as whether any would be *ex-officio* (e.g. ATEM Treasurer). It is suggested that any appointments not based upon ATEM Inc office bearers have a term of office of two years.

The Foundation Board has the ability to appoint up to four additional Directors; therefore it would be possible for the seven people above all to remain as Directors, with the Foundation appointing the two people who are not appointed by ATEM Inc.

**Recommendation 1 (to the ATEM Council):**

***That the ATEM Council clarify which five of its members that it has appointed as Directors of the Foundation Board.***

**Recommendation 2 (to the ATEM Council)**

***That the ATEM Council establish a policy for appointing Directors to the ATEM Foundation.***

Peter Scardoni is the Company Secretary. The Registered Office is School Enterprises, 13 Wyles Place, FLYNN ACT 2615.

*This should be Scardoni Enterprises and Peter is correcting it with ASIC*

#### **4 New Zealand Foundation Issues**

As indicated above, the NZ Foundation has not yet been financially operational. Since the registration of the ATEM New Zealand Foundation, the legislation has been reviewed and the *Charities Act 2005* introduced. Advice from within the sub-committee is that compliance with the new Act will require several changes to the existing arrangements for the Foundation. At this point, there have been no opportunities identified that would provide significant benefits to ATEM through the vehicle of the NZ Foundation. It should be noted that such opportunities may not be identified unless efforts are directed towards uncovering them though. Advice has been provided that currently the Aotearoa Regional Committee is occupied with other immediate issues, therefore

**Recommendation 3 (to the ATEM Council):**

***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.***

**Recommendation 4 (to the ATEM Council)**

***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.***

### **3. Australian Foundation Issues**

#### **4.1 Governance**

##### **4.1.1 Role of the Foundation Board and Directors**

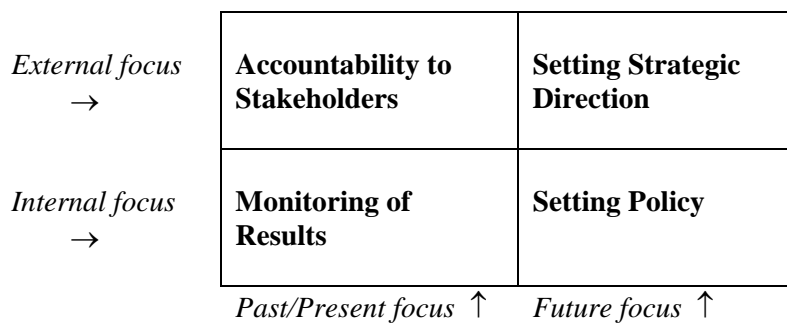
Some background information relation to corporate governance is possibly required to underpin the issues that arise about the role of the Board. Within an organisation's governance, there are three critical elements:

1. The Board of Directors
2. The Members of the company
3. The Constitution

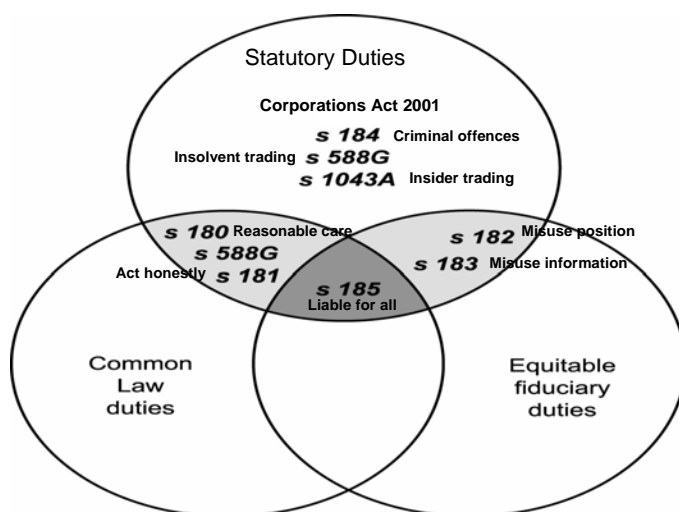
These three elements operate in a tripartite agreement and interact in the following way:

- The Board holds ultimate responsibility for corporate governance (the running of the company). This is not to say that they have to ‘do’ everything as often day-to-day operations are delegated to employees (generally referred to as ‘management’), with part of the Board’s responsibility in ensuring its management role is fulfilled being to hold the ‘management’ to account in terms of the decisions they have been making or proposing. Individual directors bring skill and talent to the board; however it is the collective wisdom and responsibility which is important. Boards make decisions that bind over individual directors.
- The Board must manage the company through the guidance provided by the Constitution. Decisions or actions not compliant are ‘unconstitutional’.
- The Members are most easily understood by reference to listed companies, where the shareholders are Members. They are the owners of the company; however this operates in a different context as with a not-for-profit company Members operate more as guardians. The Members are not permitted to interfere in the management of the Company, and have two primary powers: they can change the Constitution and they can remove a Director. In this way they can influence the way in which Directors manage such as changing the objects of the company or limiting the powers afforded to the Directors through the Constitution, which the Board must abide by.

The role of the Board can be seen in the following diagram:



Directors have responsibility as individuals to fulfil their role and can have legal action taken against them as individuals if they fail to do this. In broad terms, directors’ duties derive from three different sources, with overlap as outlined below:



**Statutory Duties** – Duties imposed by legislation (Corporations Act; Tax law etc)

**Equitable Fiduciary Duties** – Duties coming from a fiduciary relationship – in a company context, a fiduciary relationship arises when one party (the company) is entitled to expect that the other party (the director) will act in the company’s interests to the exclusion of the director’s separate interests. These are sometimes called duties in equity.

**Common Law Duties** – duties established through legal cases.

Boards and directors do not get every decision right and may be subject to criticism or even legal action on the basis of their performance. The most common defence is what is referred to as the Business Judgement Rule (section 180 (2) of the Corporations Act), which states

*A director or other officer of a corporation who makes a business judgment is taken to meet the requirements of [the duty of care and diligence], and their equivalent duties at common law and in equity, in respect of the judgment if they:*

- (a) make the judgment in good faith for a proper purpose; and*
- (b) do not have a material personal interest in the subject matter of the judgment; and*
- (c) inform themselves about the subject matter of the judgment to the extent they reasonably believe to be appropriate; and*
- (d) rationally believe that the judgment is in the best interests of the corporation.*

*The director’s or officer’s belief that the judgment is in the best interests of the corporation is a rational one unless the belief is one that no reasonable person in their position would hold.*

While directors are not expected to be experts in the areas of company operation, they should have a reasonable understanding of the issues upon which they are making decisions. Reliance upon expert information from others is appropriate. Note that there have been instances of successful prosecution of directors who have not taken steps to familiarise themselves with the basic business of the company or to understand financial statements, as they have not met their duty to take reasonable care.

#### **4.1.2 Making Board Decisions**

In accordance with the previous section, the Board and individual Directors must be satisfied that they are making decisions in the best interests of the Foundation in order to discharge their duties effectively. The Constitution requires the Foundation Board to hold meetings as a Board at least twice a year. In addition to formal meetings, the Board may consider decisions as required by circular resolution. In practice, the Directors have not been meeting regularly as a Board, but have meet on an ad hoc basis infrequently, with the majority of business conducted by circular resolution. In addition to compliance issues, Board meetings have the benefit of ensuring Directors are up to date with Foundation business, especially portfolio issues, and it also provides a forum for clarification of matters. It is also more difficult to demonstrate duties including care and diligence if the Board is failing to hold meetings.

During the discussions, it has been suggested to the sub-committee that quarterly teleconferences would be beneficial for the review and consideration of financial updates. If these were undertaken as a Board meeting and Minuted as such, this would seem a very appropriate outcome in meeting the obligations under the Constitution as well as the various Directors duties.

In light of the obligation to meet Directors duties, the Directors need a reasonable level of comfort with the decisions they make, particularly in relation to investment decisions. The sub-committee believes that it would be beneficial for the Board to document investment policies to guide its decisions. Some of these have been established in practice, yet not in policy. Policies may include ensuring funds are not concentrated in one company or class of companies, as diversification mitigates risk; and documenting what types of shares should be considered as possible investments (e.g. if ‘blue chip’ or equivalent shares are to be selected, what does this mean in practice?). The

Board should also set benchmarks upon which to monitor portfolio performance as a system of tracking current investment decisions and informing any potential review of these decisions.

A more detailed discussion of investment methods is contained later in this report, with an analysis of risks relating to each option. In addition to that discussion, the following recommendations are made:

**Recommendation 5 (to the Foundation Board):**

*That the Board meets (either in person or via teleconference) at least quarterly to consider Foundation business.*

**Recommendation 6 (to the Foundation Board)**

*That the Board documents investment policies to inform decision-making and sets appropriate performance benchmarks upon which to measure the performance of the Foundation's investment portfolio.*

#### **4.1.3 The Constitution**

A number of issues have been identified in terms of proposed changes to the Constitution, with sections of the document referenced. ***A marked-up version of the Constitution is included as separately e-mail document as it includes tracking changes which don't copy across to the agenda.*** This document has been considered by a member of the legal staff at the University of Tasmania, and his suggestions incorporated.

##### **a) Objects of the Company (section 4)**

The objects of a public company should essentially state what the organisation exists to do. In the case of the Foundation, it should essentially state that it supports ATEM in achieving ATEM's objects and outline some of the ways in which it does that. The current objects consist of what would be appropriate objectives for ATEM Inc rather than what the Foundation actually does in practice. For example, parts of the Foundation's current objectives indicate it will engage in professional development for the sector. It doesn't and never will, but ATEM does and the Foundation supports ATEM in its endeavours to do this. It is proposed to change this section to:

4.1 *To assist ATEM to fulfil its mission and goals, particularly by strengthening the moral, physical and financial support for ATEM within the wider community;*

4.2 *To assist the diversification and strengthening of the resource base of ATEM by serving as a focus and catalyst for bequests and donations of capital and income and planning and implementing specific fund raising campaigns on behalf of ATEM;*

4.3 *To strengthen links between ATEM and the business community in Australia and elsewhere;*

4.4 *To attract and encourage bequests, legacies and all forms of gifts both in cash or in specie whether receivable immediately or on a deferred basis;*

4.5 *To provide financial assistance to all aspects of the operations of ATEM;*

##### **b) Membership (Sections 8, 10, 11 and 12)**

This section has been simplified considerably. The old section reads as if it were designed for members of an Association (probably ATEM), rather than members of a public company. For example, it contains details such as members paying an application fee and paying annual subscriptions and even fining of Members, none of which are normal for a public company but suit an association well. This is a concerning area as there is the option for someone to challenge our practice as being unconstitutional (although it is doubtful anyone would).

The Constitution contains elements relating to Members that should be determined by a General Meeting rather than the Board. As it stands, it creates an independence problem as Members are intended to keep the Board honest, so the Board should not be appointing or removing Members. For

example, a hypothetical situation may arise where a Member may ask difficult questions so the Board responds by removing their membership. The change to the constitution is a simple change to remove reference to the Board and replace it with ‘General Meeting’.

The termination of membership section has had an additional clause permitting a Member to resign.

The subscriptions section (12) is irrelevant in the context of a public company and should be removed.

#### **c) Age of Directors (clause 30.4)**

The Corporations Act was changed several years ago to remove the age related limits on directorships; therefore it would be appropriate to delete this clause. There remains a possibility that clauses like this could be challenged under discrimination legislation.

#### **d) Circulating Resolutions (clause 36)**

Questions have been raised regarding what constitute ‘signing’ in the digital age. For clarity, the following addition is recommended:

*An electronic transmission purporting to be signed by a director is treated as being in writing signed by such individual.*

As indicated above, the power to change the Constitution rests with the Members and a revised constitution can be considered at a General Meeting of members (this doesn’t need to be an AGM). Note that it is the members of a company who approve a change to a constitution, not the Directors, however it is appropriate for the Board to consider proposed changes.

**Recommendation 7 (to the Foundation Board):**

***That the Board consider the suggested changes to the Constitution and put these to a General Meeting of Members for approval. [Note: these changes were e-mailed in a separate document with the Council Agenda]***

## **4.2 Investment Strategies**

### **4.2.1 Current Practice**

ATEM Foundation currently has assets of approximately \$125,000. The bulk of these are invested in directly owned shares, with some cash on hand. The Foundation is also managing approximately \$65,000 of ATEM Inc assets, also invested in directly owned securities. Details of the specific investments and values are included as an Appendix. In the scope of investment portfolios of organisations, both ATEM entities could be considered to have a quite modest portfolio of assets, presenting a lower degree of risk to Directors in terms of actions that may be expected in the discharge of their duties. The range of investment decisions available to the Foundation, including direct ownership, is discussed in greater detail in the next section. The discussion immediately below examines current practice and the issues that this may raise.

In purchasing securities, the Foundation Board relies primarily upon the information from professional financial advisers to inform its investment decisions. These sources are Godfrey Pembroke Financial Advisers (an NAB company) who are also advised by Citigroup; and from Morgan Stanley Smith Barney, a New York based stock broker with offices in Australia. This professional source of information is supplemented by use of the free Paritech charting service to compare different stocks which are in the same space before making a decision on buying. As none of the Directors have expertise in this area, reliance upon external expertise is an appropriate method to

assist in the discharge of Directors duties relating to care and diligence indicated previously. The critical questions that must be examined regarding the information provided are:

- a) whether the specific firms used and the type of information provided are appropriate for the Foundation's purposes; and
- b) whether the Directors take adequate steps to understand the nature of the information provided prior to making decisions.

As the firms used are significant companies within this market, it would appear that the Directors can assume a degree of comfort in their reliance upon these sources of information. In answer to the second question, it would require each of the Directors to examine their own practices to determine whether they believe that they are undertaking their individual decisions regarding investments with a reasonable degree of care and diligence. Again, this does not require each Director to be experts in investing, but that they have a reasonable understanding of the pertinent factors in the decisions that they are making. Assuming that the Directors are meeting these obligations, it would appear to be a reasonable action to make decisions based upon the information received.

A further issue is raised because the Foundation does not purchase this information directly from the firms involved; it is provided at no cost by Giles Pickford. If the Board made a decision to purchase equivalent information directly from these firms, it is likely to cost up to \$5,000 or less per year, with the amount dependent upon the value of the portfolio.

Additionally, Giles often presents a summary of this information and his own comments regarding decisions to be made when the information is distributed to other Directors. It has been suggested that this practice may breach the Directors' obligations with respect to equitable fiduciary duties. There is no fiduciary relationship that can be identified as existing between Giles, the other Directors and the sources of investment information as no personal financial interests are involved in the decisions being made. To explain this further, neither Giles nor any other Director stands to personally benefit due to any decision of the Board relating to the professional information provided. The provision of a summary and comments by a specific Director could serve as evidence of the discharge of Directors duties rather than existence of a cause for concern. It would be expected for a Director with specific expertise to provide input which assists the Board, although this does not remove the obligation upon others to discharge their duties to a reasonable level.

The one matter that arises from current practice is whether Giles is legally entitled to pass on the information that he receives to a third party, as contracts for services from professional advisors often restrict the client from disseminating the details to others. Giles has advised the sub-committee that he raised this matter directly with the firms involved. They responded that he is able to do whatever he wishes with the information he receives. Note that there is no contractual relationship between the Foundation and the firms. Although the Foundation may refer to information generated by them, they are not providing the Foundation with financial advice in a professional sense.

**Recommendation 8 (to the Foundation Board):**

***That the Foundation continues to receive investment information from the current sources.***

*Trigger points for reconsideration of this decision may include:*

- a) The current sources of free information ceasing.*
- b) Alternate options for free information arising.*
- c) The Board deciding to purchase its own information, from current or other sources, as a result of or separate to points a) or b).*

### 4.2.2 Investment Options

The following table summarises the primary investment options available to the Foundation. The size of the current portfolio is modest and not at a size where more creative options would provide significant opportunities. Anecdotal advice received through another Foundation was that a portfolio below \$500,000 to \$750,000 would not require specialist attention from an investment manager.

	<b>Positives</b>	<b>Negatives</b>	<b>Costs</b>
<b>Direct ownership</b>	<ul style="list-style-type: none"> <li>○ The share market has always increased in the long-term</li> <li>○ ‘Blue chip’ stocks (e.g. stocks in the ASX 200) historically provide consistent growth and dividends in the long-term</li> <li>○ Low entry and exit costs</li> <li>○ Easily liquidated</li> <li>○ Portfolio diversity can lower risk</li> <li>○ High degree of control over funds invested - day-to-day value of shares easily tracked</li> </ul>	<ul style="list-style-type: none"> <li>○ Board has more involvement in decisions</li> <li>○ Professionally sourced information required prior to investment decisions</li> <li>○ Poor individual company results have greater impact upon portfolio if too narrow.</li> <li>○ If a company fails, the shares may lose all value (this risk can be mitigated by buying ‘blue chip’ or equivalent shares).</li> <li>○ No guaranteed return</li> </ul>	<ul style="list-style-type: none"> <li>○ Brokerage fees on purchase and sale (currently less than 1% of transaction amount)</li> </ul>
<b>Managed funds</b>	<ul style="list-style-type: none"> <li>○ Diversification achieved with a small amount of money - funds of numerous investors pooled in shares in many companies</li> <li>○ The share market has always increased in the long-term</li> <li>○ Dividends also pooled</li> <li>○ Professional managers</li> <li>○ Large range of products with flexible mix of investment types</li> <li>○ Easily liquidated</li> <li>○ Low level of knowledge and decision-making for Board – good for ‘novice’ investors; small portfolios</li> </ul>	<ul style="list-style-type: none"> <li>○ Few fund managers can out-perform the share market</li> <li>○ Funds can be ‘frozen’ and dividends ceased in downturns</li> <li>○ Little or no control over funds once invested – e.g. exact companies invested in unknown</li> <li>○ Most funds do not offer a guaranteed return</li> </ul>	<ul style="list-style-type: none"> <li>○ Variable according to product.</li> <li>○ Entry fees</li> <li>○ Exit fees – can be higher if sold before a specified time</li> <li>○ Ongoing management fees regardless of fund performance</li> </ul>
<b>Fixed-term deposit</b>	<ul style="list-style-type: none"> <li>○ Guaranteed return</li> <li>○ Lower risk</li> </ul>	<ul style="list-style-type: none"> <li>○ Lower return in longer term</li> <li>○ Funds locked in until term expires</li> </ul>	

Note that a mix of these options can also be employed, and may vary dependent upon the particular circumstances faced at any one time. It may also be appropriate for the Foundation Board to consider options such as property at a point in future where the portfolio value makes this a viable option.

### 4.2.3 Recommended Investment Strategy

The Foundation is not approaching the available investment options from a starting position; with funds already committed to the strategy of direct ownership of equities. In this sense, any decision must also include consideration of the costs of changing strategies.

The Australian share market fell significantly during the Global Financial Crisis, and has subsequently regained some of these losses. The ATEM Foundation’s investment strategy is underpinned by its purposes, as outlined in the Constitution, being long-term investments to provide a source of financial support to ATEM Inc. The investments that have been made are in ‘blue-chip’ companies (broadly defined as ASX 200 or equivalent companies), with the general advice for long-term investors in the Foundation’s position being to remain in the market as it continues its recovery. Liquidating these assets at this stage would realise a greater portion of the losses experienced and produce a sub-optimal investment outcome. From this perspective, it would seem reasonable for the Board to continue holding the shares that it currently owns, with the further reasonable option of

additional investments to take opportunity from the expected continued recovery of the share market over time.

It has also been suggested that an approach from the Foundation may be favourably considered by a University that has its own investment portfolio. In this scenario, Foundation funds could be pooled with those of the University and managed as a percentage of the overall amount. No specific opportunity has been identified this stage; however may arise at some point in future and could be considered by the Board.

Given the details above and the modest size of the current investment portfolio of the Foundation, the sub-committee recommends:

**Recommendation 9 (to the Foundation Board):**

***That the Foundation continues with the current practice regarding direct ownership of equities.***

*Trigger points for reconsideration of this decision may include:*

- a) The size of the portfolio reaching \$500,000.*
- b) Investment performance significantly below established benchmarks over a period agreed by the Board.*
- c) An offer to pool Foundation investments with those from other institutional funds, such as a university Foundation.*

#### **4.3 Deductible Gift Recipient Status**

It had been hoped that the Australian Foundation could seek endorsement as a Deductible Gift Recipient (DGR), which would permit it to issue tax-deductible receipts to donors. DGR endorsement is a process strictly controlled by the ATO, with assessment under specified categories the only way in which approval is given.

To assist in identifying potential DGR endorsement opportunities, advice was sought from Dr Rob Kelley, Director of the Centre for Philanthropy in Perth. Dr Kelley is a taxation lawyer who provides consultancy services assisting in optimising philanthropic endeavours within the context of the Australian taxation system.

In summary, there are no DGR options available to the Foundation. The only DGR option that would be available to ATEM Inc in its own right is to establish a **School Building Fund**. If ATEM was ever considering obtaining its own premises for the conduct of professional development activities, a School Building Fund may be possible. This isn't currently an option under consideration.

The possibilities for DGR status should therefore be considered exhausted and the matter removed from further discussion.

#### **4. Provision of Funds to Support ATEM Inc Activities**

A primary purpose in the establishment of the two Foundations was to provide funding to support the activities of ATEM Inc. To date, there have been no funds returned for this purpose. The sub-committee believes that it is appropriate to consider the provision of supporting funds. The Foundation Board should consider annually whether it is able to provide funds and offer these to ATEM Inc, if available. Note that the ATEM Council may advise that this funding is not required and the funds can then be reallocated for investment purposes. Advice is still awaited regarding whether funds can be provided as a direct transfer or whether ATEM Inc would need to go through an 'application' process; however these details can be resolved subsequent to this report.

**Recommendation 10 (to the Foundation Board):**

***That the Foundation Board consider each year whether an amount of funds be made available to support ATEM Inc activities. The ATEM Council would then be invited to request funding up to that amount, if required.***

**5. ATEM Inc Surplus Funds**

The Association has generated surplus funds from its activities in recent years and Council should determine a strategy for the best use of these funds. In summary, the options available to the Council are:

- a) *Place funds in a high interest but at call bank account* (like an online business saver account). These could then be accessed at any point they are required, but would generate more interest than a normal bank account.
- b) *Place funds in a term deposit*, to earn interest but with the negative of being locked away from access until the term matures.
- c) *Participate in joint investing activities with the Foundation* (i.e. long term investment). The funds remain on ATEM's balance sheet and could be turned into cash if required, but essentially not intended for on-call access.
- d) *Give funds to the Foundation*. These funds would move from ATEM's balance sheet to the Foundation's and would never return. They would be added to the Foundation's asset base (essentially an endowment fund). The return to ATEM will be as part of the Foundation's support according to its usual practices (e.g. future funding for prizes/awards etc)

The sub-committee is of the view that investing activities should solely be undertaken by the Foundation, which would remove option (c) from this list. The Treasurer has opened a high interest at call account, facilitating option (a). The sub-committee is of the view that Council should set dollar amounts to provide guidance relating to surpluses, where funds would flow between the other three options. The Council would not need to be bound by these amounts, for example where a strategic project is planned for the subsequent year; funds could be retained as required.

**Recommendation 10 (to the ATEM Council):**

***That ATEM Inc no longer participates in investing activities in conjunction with the ATEM Foundation.***

**Recommendation 11 (to the ATEM Council)**

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

**Recommendation 12 (to the ATEM Council)**

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

*For example:*

- a) *up to \$xxx,000 to be retained in a high interest at-call bank account.*
- b) *in excess of \$xxx,000 and up to \$xxx,000 to be placed in a term deposit*
- c) *in excess of \$xxx,000 to be given to the Foundation.*

**ATEM Investments as at noon on 8 March 2010**

**ATEM Inc's Securities**

<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>
<b>Units</b>				
MBLHB	300	\$ 30,900.00	\$ 20,985.00	5.41%
ANZPA	100	\$ 10,000.00	\$ 9,960.00	5.02%
<b>Shares</b>				
ANZ	1518	\$ 24,500.00	\$ 36,189.12	4.28%
Total Income				
<b>Totals</b>		\$ 55,400.00	\$ 67,134.12	

**ATEM Foundation's Equities**

<u>Investments</u>	<u>No Units</u>	<u>Cost</u>	Current Value	<u>Yield</u>
Cash			\$ 10,000.00	
CSL	459	\$ 14,971.81	\$ 16,510.23	2.09%
LEI	580	\$ 5,076.67	\$ 23,008.60	3.02%
SGP	4330	\$ 28,600.95	\$ 18,099.40	6.65%
SUN	1207	\$ 22,138.40	\$ 10,356.06	4.08%
TCL	2450	\$ 17,380.80	\$ 12,789.00	4.41%
TOL	2043	\$ 14,995.62	\$ 14,627.88	3.49%
WES	628	\$ 19,012.50	\$ 20,717.72	3.49%
<b>Totals</b>		\$ 122,176.75	\$ 126,108.89	

<b>Capital Growth</b>	\$ 177,576.75	\$ 193,243.01	\$ 15,666.26	<b>Dividend income</b>	<b>Total 3-year return</b>
		<b>Capital Growth</b>	<b>8.82%</b>	<b>8.84%</b>	<b>17.67%</b>

## **Item 6.5      Review of the Strategic Directions Statement**

The committee held two teleconferences between December 2009 and March 2010 to progress the Review of the Strategic Directions Statement.

The committee membership is:

Linda McLain	VP
Heather Davis	Councillor
Maddy McMaster	Councillor
Maree Conway	Executive Director
Ken McClusky	Western Regional Chair

The result of the work to date is:

- The ATEM Strategy Statement has been amended:
  - ‘About ATEM’ has been deleted
  - ‘Our Future’ section of the document has been reviewed and re written
- Financial Security has been added as an additional initiative
- Initiatives 1-5 have been reviewed; outcomes, measures, timelines, resources and accountability have been written for review and discussion.

### **Recommendation:**

1. That Council consider the draft and approve its publication.
2. That a standing agenda item be added to each Council meeting to report on progress by those accountable.
3. That Council nominate a person to take ownership of this initiative.

### **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
<b>1 Growing Careers</b>					
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 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		
		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 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		

Initiative	Outcome	Measures	Timeline	Resources	Accountability
<b>2 Building Professionalism</b>					
2.1 Continue to build the Tertiary Education Management Conference as flagship training and networking event for ATEM.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	<ul style="list-style-type: none"> <li>80% positive evaluations</li> <li>On budget</li> </ul>	Agreed conference timelines with TEFMA	Conference Budget as agreed	Designated Vice-President
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	<ul style="list-style-type: none"> <li>20% increase in Associate Fellow and Fellows per year</li> </ul>	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	<ul style="list-style-type: none"> <li>Capability statement included in Regional programme launch</li> </ul>	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.	<ul style="list-style-type: none"> <li>Criteria developed &amp; agreed</li> </ul>	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	2.5.1 Satisfaction with induction 2.5.2 All regions have IC's 2.5.3 Regional reporting of use of IC's 2.5.4 Survey & Report annually	2011	None required	Secretariat Councillors

Initiative	Outcome	Measures	Timeline	Resources	Accountability
<b>3 Connecting People and Groups</b>					
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 <a href="#">ning</a> and <a href="#">facebook</a> ).	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 enewsletter	Secretariat

Initiative	Outcome	Measures	Timeline	Resources	Accountability
<b>4 Understanding the Sector</b>					
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
<b>5 Financial Security</b>					
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		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 6.6 Leadership Framework**

### **Background**

At the July 2009 Council meeting, I discussed a meeting with Professor Geoff Scott, UWS, about the development of a Professional Staff Leadership Framework.

This would involve conducting a survey which would basically replicate the Learning Leaders research work for professional staff and on a much smaller scale.

We could then develop a Leadership Framework for professional staff based on the results of the survey.

In September 2009, Maree Conway, Stephen Weller, Sharon Bell and Geoff Scott met at the ATEM Conference to discuss the possibility of going forward with this initiative. (Attachment 1)

In December 2009, I met with Geoff Scott to further discuss this initiative. The outcome of that meeting was to suggest:

- Modify and use the survey for ATEM members
- Implement the trial with 20-40 people, eg. the survey would be sent to people to complete and then it would be collated and sent back to us. This would then, hopefully, 'prove the concept' that this type of framework would be appropriate to use as a Professional Staff Leadership Framework.
- Then revise our PETF to strengthen it and run our own professional development around it. That way our PETF and our professional development mapping is linked to a research base.
- Negotiate a revised costing for the initiative. (Attachment 2)

### **Recommendation:**

That a group is formed to oversee the development of the Professional Staff Leadership Framework based on the costings in Attachment 2.

### **Attachment 1**

#### **ATEM**

#### ***Leading Professionals Project***

**Darwin Meeting 14<sup>th</sup> September 2009**

#### **Present**

Maree Conway ([Maree.conway@gmail.com](mailto:Maree.conway@gmail.com))

Stephen Weller ([Stephen.weller@vu.edu.au](mailto:Stephen.weller@vu.edu.au))

Sharon.Bell ([s.bell@unimelb.edu.au](mailto:s.bell@unimelb.edu.au))

Geoff Scott ([g.scott@uws.edu.au](mailto:g.scott@uws.edu.au))

## **Aim**

Replication of the *Learning Leaders* Study with professional staff in tertiary education institutions (the original survey can be found as an Appendix to the *Learning Leaders in Times of Change* Study – google the title for a download)

## **Demographic data**

**Your role title** (drop down menu) –

. DVC/PVC/Vice-Principal/Director/Manager/ etc

(MC & SW to produce final list)

**Your University type** (drop down menu) –

G08; IRU; Regional; ATN; Unaligned

(MC & SW to produce final list)

**Area of operations for which your area I responsible** (drop down menu) -

HR/CWF/Library/Finance/Professional Development/School or College management/student support/student administration/I.T./etc

(MC & SW to produce final list)

**To want to extent did your tertiary institution help you to achieve this highest qualification?**

(five point Lickert Scale – 1 – not all to 3 – somewhat to 5 – very much) (MC & SW to produce final list)

**Has this qualification assisted you in your career in higher education**

(five point Lickert Scale – 1 – not all to 3 – somewhat to 5 – very much) (MC & SW to produce final list)

## **Revised Skills and knowledge scale**

How important do you believe each of the following skills and knowledge is for effective performance in your current role?

(five point Lickert Scale – 1 – low to 5 – high)

1. Having a high level of up-to-date knowledge about my area of responsibility
2. Understanding how to track and improve my area of operations
3. Understanding how to successfully implement necessary change
4. Understanding how tertiary institutions like mine operate
5. Being on top of key external developments that affect my area of operations
6. Being able to successfully manage a budget
7. Understanding the role of risk management & litigation in my work
8. Understanding IR issues and processes as they relate to tertiary education
9. Being able to use IT effectively to communicate & perform key work functions
10. Understanding how best to manage my own ongoing professional learning and development
11. Understanding how best to engage my staff in necessary change and help them learn how to make it work
12. An ability to organise & manage team meetings to ensure that they deliver projects on time and to specification
13. Being able to make effective presentations to groups

14. Being able to organise my work and manage time effectively
15. Having sound management and administrative skills
16. Other (please specify): .....

**Potential Open-ended question**

In the light of thinking about the issues covered in this survey what is the top priority for you now in your development as a tertiary education professional?

**Sample**

It is especially important to identify people in each of the target groups for the survey who are both experienced and are perceived to be effective. How this might be achieved requires further thought. If our sample does not consist of such a group it becomes hard to use the ‘fellow traveller further down the path who is doing well in a role like mine’ strategy for using the findings to assist professional development.

**Funding**

We would need about \$50K to fund not only the running and processing of the survey but the workshops that need to be held on the results in order to test their veracity and implications for action by ATEM. One possibility is the senior contacts in each university agree to both identify the sample of experienced professional and contribute about \$2K toward the project. Alternatively commercial sponsorship might be possible

**Online Leadership Learning System**

It is possible to link the outcomes of the above phase to the OLLS initiative which is currently underway for academic leaders in Australia’s Universities and the parallel work in VET..

Geoff Scott

15<sup>th</sup> September, 2009

**Leading Professionals Project: Survey  
Estimated staffing costs**

**Attachment 2**

Staff	HEW	Salary		Activity	Hours	Cost
		Base ph	+ on Costs			
Project director	10+	\$136.89	\$176.59	Project management	28.00	\$4,945
	10+	\$136.89	\$176.59	Report / academic paper writing	28.00	\$4,945
Survey designer / analyst	9	\$72.00	\$92.88	Design only	14.00	\$1,300
		\$72.00	\$92.88	Testing web prototype	14.00	\$1,300
		\$72.00	\$92.88	Piloting analysis and adjustments	28.00	\$2,601
		\$72.00	\$92.88	Final data analysis	28.00	\$2,601
		\$72.00	\$92.88	Drafting report	28.00	\$2,601
Survey manager	8	\$43.98	\$56.73	Creating web-based form	28.00	\$1,589
		\$43.98	\$56.73	Piloting and adjustments	28.00	\$1,589
		\$43.98	\$56.73	Delivery	14.00	\$794
		\$43.98	\$56.73	Processing, final data cleaning	14.00	\$794
Total					<u>252.00</u>	<u>\$25,057</u>

## **Item 6.7 Report from the Editor of the Journal**

### **Introduction**

At time of writing, v32(2) is about to be distributed, and copy for v32(3) is with the publisher. Contents of these two issues are shown in Appendix 1. From 2010, the Journal will come out five times per year. 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.

### **Financial dealings**

The bank statement as at the end of February (when received) will show a balance of approx \$9,400. Statements and details of editorial expenses are provided to the ATEM secretariat, for rolling in to ATEM’s quarterly BAS return.

### **Editorial Board membership**

As at February 2010, 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 Nikklason	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 of 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.

The Reviews Editor is 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 (Table 1). In 2007 and 2008, the Journal received 147 papers and 139 papers, respectively, for consideration. Even with the increase to four issues per annum, the Journal’s acceptance rate is only about 80 per cent. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality.

Table 1: Papers submitted to the Journal, by Region

Country / Region of Origin	No. Submitted	No. Accepted	Unresolved	Per Cent Accepted
Australia	57	19	5	36.5%
New Zealand	1		1	
North America	37	6	1	16.7%
UK	10	2	1	22.2%
Europe	21	1		4.8%
Africa	5	0		0.0%
Middle East	14	1		7.1%
Asia	21	0	1	0.0%
Rounding error	3			0.0%
Total	169	29	9	18.1%

Note: Some of the 'unresolved' will be accepted, increasing the acceptance rate.

At time of writing (1 March 2010), 27 papers have been received since 1 January.

### 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.

### 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 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 Vol. 32 is 560 pages, i.e. an average of 112 pages per issue.

### Other Matters of Interest

#### Journal ranking

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 recently published 2010 rankings have seen us demoted to 'B', placing the Journal in the 21<sup>st</sup> to 50<sup>th</sup> 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).

### **Journal frequency**

The publisher has suggested we could publish six times a year. 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). We were able to move from four to five issues a year without great additional cost to ATEM. In the fullness of time, I will see what deal the publisher has in mind for a further increase in frequency.

### **Final comment**

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

Ian R Dobson

**Editor**

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Measuring business student satisfaction: a review and summary of the major predictors

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Book reviews

## Item 6.9 Report from Susan Hudson

Re: Progress Report : 2010 Peter Karmel Travel Grant :  
The Professionalism of the Higher Education Worker

Date 5 March 2010

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This is the first report to the ATEM Council on the project relating to the Professionalisation of the Higher Education Worker. Progress reports will be made to each Council meeting until the final project report is submitted.

### Project Aim:

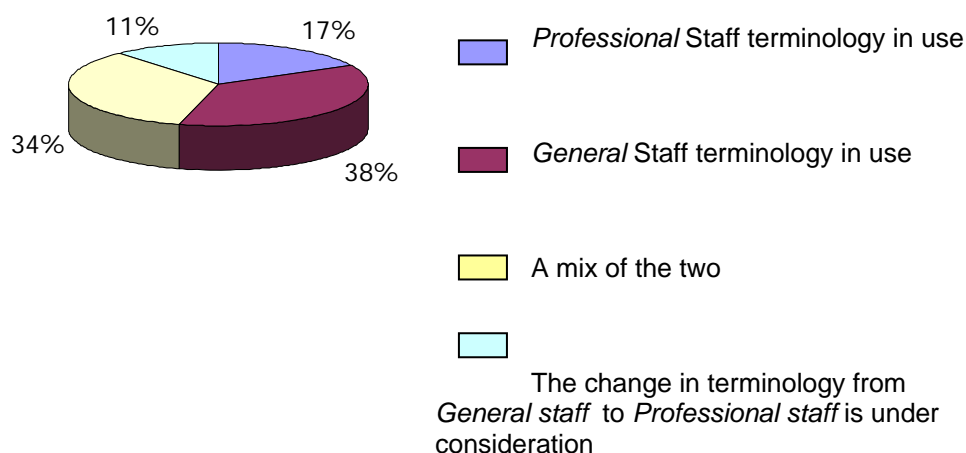
To seek further data to support the case for Australian and New Zealand higher education institutions to formally recognise the professionalism of the higher education worker and adopt the term "Professional Staff" as the nomenclature used to describe this group of staff.

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 and contributions of higher education workers today.

### Actions to date:

- Email survey of ATEM membership to identify current nomenclature
  - Response received from 36 institutions across Australia and New Zealand as follows (attachment 1):



- 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 the initiative. Most seemed to be at a loss as to how to progress a change in terminology used at their institutions.

#### **Forward actions:**

#### **AUA presentation**

- Presentation accepted at AUA, Warwick University, March 2010 “To be or not to be – The Professionalism of the Higher education Worker in Australia”. The session will commence with an overview of the development and implementation of staffing strategy at UWS and move into presentation of the case for recognising the professionalism of the higher education worker. (The two are linked - by way of explanation that I became interested in reward and recognition of staff through the implementation of the staffing strategy. The quest for recognition of the professionalism of staff has developed into this project) .The AUA presentation will include an interactive session discussion which will cover:
  - what terminology is used at your institution?
  - is the terminology used formally across the whole institution or is there informal terminology used as well? If so please explain.
  - how do you feel about it?
  - would you prefer it to be changed? Why?
  - what other terms would you apply?
  - 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)

See attachment 2 for a copy of the handout for delegates to complete and then discuss.

#### **UK Meetings**

- Meetings in UK arranged with:
  - Celia Whitchurch, Lecturer in Higher Education, Centre for Higher Education Studies, Institute of Education, University of London. A well written and respected author with research interests in changing professional identities in higher education, the emergence of ‘blended’ roles between professional and academic domains and the implication of these changes for career and leadership development. Dr Whitchurch’s views will be sought on the state of play in UK higher education with respect to terminologies in use and general attitudes to change.
  - Christian Carter, Personnel Manager, Policy Development, Bristol University. Christian is responsible for the introduction of the “Positive Work Environment” program at Bristol – an international award winning program concentrating on benefits for staff. I will explore the outcomes of the program and what the current situation is at Bristol in respect to staff terminologies in use.
  - David Harrison, Assistant HR Director, Birmingham University. Here I will explore Birmingham’s staffing structures and classifications, which includes a three tiered structure including a field of “academic related”. Dr Whitchurch

- o has previous administration and management experience in Birmingham University so I will also tie this visit to her discussions.
- o Janet Jones, HR Director, Bradford University, to discuss staffing strategy and staff classifications in use
- o Sue Church, Surrey University, to discuss staffing strategy and staff classifications in use

These visits and discussions will contribute to achieving a well rounded view of the nomenclatures in place in UK and provide information on future directions and potential changes (if any).

### **Report writing**

Report writing on return to Australia to summarise the case and put forward recommendation to ATEM Council for next steps, which would include contact with unions, contact with Universities Australia, contact with DEEWR.

It is expected that the penultimate report will be delivered to the ATEM's June Council meeting which will summarise the case and recommend actions for approach to Universities Australia, unions, Vice Chancellors across Australia and New Zealand, AHEIA and DEEWR.

### **TEMC 2010**

It is also recommended that a further survey be carried out of ATEM membership. It would be ideal if a paper based survey could be included in the TEMC satchels. This would require :

- development of the survey beforehand,
- submission to June Council for approval,
- coordination with conference committee for inclusion the satchels
- announcement at the conference, encouraging delegates to complete the survey
- a box placed in a prominent position for collecting the surveys
- coordination and write up of the responses

### **Final project report**

The final report will be delivered once outcomes from the above mentioned approaches are known.

### **Attachment 1**

#### **Summary of survey responses : April/May 2009**

Survey conducted by Susan Hudson, Manager, Executive Projects Office, University of Western Sydney and Deputy Chair, NSW/ACT Regional Committee

**Method of survey:** request for information through the ATEM membership mailing list

Responses received from 36 institutions across Australia and New Zealand:

Comments received:

- At our university "general staff" is still typically used, though the VC has indicated his preference for moving towards using 'professional staff'.
- Professional staff terminology only used by "Business School"
- Professional staff terminology only used by Medical School (3 years old)
- We don't use this term as we use it as a descriptor of a specific academic work function. It is therefore likely to be general staff for a long time to come at our University

- The University proposes to commence a consultation process followed by an indicative ballot on staff's preferred use of either general staff or professional staff.
- Consideration was given to moving towards the term Professional staff however academics did not support the move as it was felt this inferred they were not professional..... The term professional staff is used from time to time but all policies relate to general staff and correspondence from HR reflects the policies.
- We use the term professional staff. We introduced it last year after the review of the academic structure.... but the cultural change required to make the change in nomenclature has not occurred - As a result we still call ourselves general staff, our literature continues to use the label "Professional (General) Staff"
- The term "general" is still officially used in our employment contract as well as many other documents. However, many departments and units at our university adopt different terms, for example, "non-teaching staff" and "professional". We use "technical staff", or "administrative staff", or "research support staff" etc in handbooks to refer to different groups of staff in our department without having any problem/opposition from anyone so far.
- The term "Professional Staff" was adopted when the Enterprise Agreement 2006 (EBA 2006) was certified in May 2006. In the EBA 2006 the following new definition was introduced: "Professional Staff" means staff employed by the University other than academic staff." Following the implementation of the EBA 2006 all references to "General Staff" in policy and procedures were changed to "Professional Staff".
- We have been using this terminology for a short period of time. It was also raised for discussion in the new EB negotiations and is reflected on the Jobs website.
- We use the term 'General Staff' and will be continuing to do so. This aligns to the HE Industry modernised awards which are for Academic Staff and General Staff respectively. We have discussed the term 'General staff' as opposed to Professional staff in previous EB negotiations and have decided that not all general staff could be deemed to be 'professional' in their skill capacity or job requirement
- The term professional staff has not been formally adopted - it was met with some resistance from academic staff who believed it implied that they were not 'professional'. However, many faculties and schools have made local decisions to use the term.
- We have been formally using the professional staff terminology for a few years now. The Vice Chancellor issued a University wide email directing everyone to use the professional staff terminology and all University documentation now reflects this, as does the language of pretty much all staff who work here.
- We formally adopted the term "professional staff" several years ago. Our current industrial agreement approved in August 2006 is titled *Academic & Professional Staff Collective Agreement*
- There has been a behind the scenes move to call our administration staff 'professional staff'. It hasn't really been successful. We are all 'administration staff', not 'general staff'. There is also the view that academic staff are also professionals which means administration staff cannot lay claim to the title to the exclusion of academic staff. Our VC has raised the issue again as people have started to ask about it and he is noticing that other unis are using the term increasingly. It is also interesting that the term 'professional staff' is creeping into documents that people write for various things.
- We use the term Professional & technical staff (rather than General staff) - our Enterprise Agreement however, still refers to General staff.
- The Act defines such staff as 'non-academic' and the Enterprise Agreement defines them as 'support staff'..... Although the term professional staff has not been officially "approved", in recent Faculty mergers, one Faculty has started using the term Professional Staff for what at were called/still are called support staff.
- Our university has not made a formal decision but I notice more and more that the School Managers are using the expression Professional Staff rather than General Staff, including changing the headings on school websites. Our union has not been involved in this at all, nor has university management, more on an individual basis as decided by School Managers.



Association for Tertiary  
Education Management

Susan Hudson

Manager, Executive Projects Office

University of Western Sydney, Australia

Deputy Chair.

**Professional Staff : To Be or Not To Be**  
**Questionnaire for delegates at AUA conference,**  
**Warwick University, UK, March 2010**

This questionnaire supports the presentation given by Susan Hudson at the AUA conference "Professional Staff : To Be or Not To Be". 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 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?
- 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**

## **Item 7.0 Minutes of the TEMC Steering Committee**

Teleconference held at 11am (AEDT) on Tuesday 16 February 2010

**Present:** Mark Bradley, Maree Conway, Tony Heywood, Dominic Marafioti

### **1. Welcome and Apologies**

All members were present and were welcomed to the inaugural meeting of the Steering Committee.

### **2. Terms of Reference**

Terms of Reference (TORs) for the Steering Committee had been drafted previously through discussions between Tony, Maree and Matt Smith. These had been distributed prior to the meeting. It was agreed that the TORs were appropriate and would be taken to both the ATEM Council and the TEFMA Board for endorsement.

The need for communication with Local Organising Committees (LOCs) was raised as they will need to be informed of the creation of the Steering Committee and its role. A copy of the TORs and these Minutes will be sent to the LOCs for the upcoming TEMCs for their information. It was suggested that one member of the Steering Committee should be ex-officio on the LOC for each conference to ensure communication flow. The person would not be considered part of the 'core' of the committee, but would receive copies of meeting papers and have the option of attending meetings. The following were allocated to upcoming TEMCs:

2014	Maree Conway
2015	Mark Bradley
2016	Dominic Marafioti
2017	Tony Heywood

The issues dealt with by the Steering Committee would have minimal impact upon the 2010 TEMC and some issues may be too late for incorporation into the 2011 TEMC. It was noted that the Conference Manual would be 'owned' by this Steering Committee and would be a key channel for principles/policies coming out of the Steering Committee to be communicated.

### **3. Issues for Consideration**

The following list of issues was generated at an ATEM Council meeting for consideration by the Steering Committee. They have been separated into categories according to type:

#### ***Strategic/coordination/management/communication***

- 8) *Define what the conference is for – what it is aiming to achieve – forum to debate issues?*
- 9) *The role of the Chair of the Organising Committee and the benefits of ongoing developing expertise especially with stronger ATEM Secretariat.*
- 10) *Reconnecting with international organisations and delegates attending TEMC*
- 11) *Update KPIs for PCO contract*
- 12) *A TEMC logo*
- 13) *Call for papers to be made immediately after the latest TEMC*
- 14) *Review TEMC material to ensure delegates are educated on the event*

#### ***Conference Structure***

- 9) *Review the conference programme format*
- 10) *Look at ways of improving networking opportunities*
- 11) *Look at having papers on specific themes with discussions after presentation*
- 12) *Review special interest groups – group chair*
- 13) *Look at having more variation in times for papers – longer/shorter*
- 14) *Have networking board at TEMC where delegates can leave messages to link up and network with others with like interests*

- 15) *Look at ensuring NZ issues on programme – less university focused programme – have a NZ representative on each organising committee*
- 16) *Review having motivational speakers on programme*

### **Papers/Presenters/Sessions**

- 11) *Review procedures surrounding the refereeing of papers*
- 12) *Review procedures for selecting papers – more information on presenters and topic prior to selection*
- 13) *Review procedures for supplying feedback to those propose papers were rejected*
- 14) *Review reason why research based papers appear to have a high rejection rate*
- 15) *Need to develop clear outline of what is required of presenters*
- 16) *Review the quality of papers being presented – is this the place for 1<sup>st</sup> time presenters?*
- 17) *If 1<sup>st</sup> time presenters to continue then review requirements such as having a mentor or attending a course on presenting skills or similar*
- 18) *Require a first time presenter to present at a Regional conference first – if available*
- 19) *Professionalism of presenters – look at methods of reviewing proposed papers and presenters – raise the bar on presentations – paid presenters?*
- 20) *Review process for selecting chairs of sessions*

The approach to working through these issues would be:

1. Seek approval of the TORs at the March/April governing body meetings.
2. Meet approximately 4 times from April - Sept to address the identified issues.
3. Identify sections (or gaps) in the Conference Manual dealing with an issue to be addressed at a specific meeting.
4. Work through the issue and propose a principle/policy for endorsement by the ATEM Council and TEFMA Board.
5. Incorporate the agreed change in the Conference Manual.

It was noted that some of these issues (TEMC logo; KPIs) were already being addressed. The list was seen as an appropriate start for the Steering Committee at this stage and no additional items were added, although others may become apparent as the work was undertaken. A comment was made that some matters may be treated differently due to the differing needs of ATEM or TEFMA, such as refereed papers.

The Steering Committee agreed that structural issues would be the first priority as this may be of most benefit to inform upcoming decisions of the 2011 LOC.

Dominic circulated the latest version of the Conference Manual to provide the base document for any discussion and changes.

### **4. Next Meeting**

It was agreed to schedule the next meeting for 12 April 2010 at 2pm (Sydney time) for 90 mins

### **5. Other Business**

There was no other business and the meeting closed at 11.28am.

## **TEMC Steering Committee - Terms of Reference**

### ***Purpose***

The TEMC Steering Committee provides strategic oversight for matters relating to the Tertiary Education Management Conference, on behalf of ATEM and TEFMA.

### ***Terms of Reference***

The Steering Committee will:

- Consider all strategic matters applying to the TEMC. These matters may be referred from the ATEM Council, the TEFMA Board, or a Local Organising Committee (LOC) and will broadly fall within the following categories:
  - Focus and structure of the conference
  - Strategy/management/communication issues
  - Issues relating to session design and balance of presenters
- Monitor that the TEMC is achieving its aims as determined by ATEM and TEFMA.
- Work with the Professional Conference Organiser (PCO) to ensure the TEMC is designed to enable it to be recognised as a leading conference in the Australasian tertiary education sector
- Liaise with the PCO on contractual and strategic issues.
- Provide continuity and learning from conference to conference, liaising with the LOC as required.
- Provide guidance to the LOC and the PCO on matters determined by the Steering Committee that are to be incorporated into the arrangements for each specific conference.
- Maintain the Conference Manual, with input from individual LOC members as required.
- Refer matters as appropriate to the ATEM Council and the TEFMA Board for consideration and/or decision.

The Steering Committee works closely with each LOC but does not normally deal with operational and logistic issues relating to an individual conference.

### ***Membership***

The Steering Committee consists of two ATEM representatives and two TEFMA representatives, as appointed by the respective associations.

### ***Meeting Frequency***

The Steering Committee will meet as required, however no less than three times per year.

## **Item 7.1      Report on TEMC 2010**

The Committee is continuing to meet regularly on a monthly basis including a face to face meeting with Renee Brown from Leishman Associates in January. This particular meeting also included a walk-through of the newly opened and completed Crown Convention Centre.

### **Conference Program and Speakers:**

Along with the current confirmed keynote speakers; Professor Glyn Davies, University Of Melbourne (subject to an overseas trip confirming) Tim Costello, CEO World Vision, Associate Professor Linda Brown, Swinburne and Tom O'Toole, successful businessman and speaker. The committee has now confirmed Fae Robinson who is a futurist for a keynote session. The committee are considering a New Zealand Speaker to complete the program and will wait confirmation from Julia Gillard. An approach to VP Al Gore was made, he was delighted by the invitation and would be happy to present, however he attracts a fee of over \$300,000(US).

The Call for Papers has now been open for two weeks and there are currently 8 documents submitted. Another reminder will go out before the end of March and it is asked that all board and council members please encourage their colleagues to submit a paper or submit one themselves.

The organising committee have decided to engage the services of a professional MC for the 2010 conference. The conference is growing each year and a professional MC will bring a higher level of conference experience professionalism to the delegates. Leishman Associates research several MC and put forward a list of approx 8 to the committee from which they selected Darren Isenberg - [http://www.icmi.com.au/Entertainer/MCs\\_Entertaining/Darren\\_Isenberg](http://www.icmi.com.au/Entertainer/MCs_Entertaining/Darren_Isenberg) Joanne Austin and Mandy Greig from the committee will work with Darren and Leishman Associates on the requirements for the conference.

ATEM have put forward a launch of the new Best Practice Guide Policy Development Guide. The timing is being discussed.

### **Registration:**

The full registration package is now available from the conference website and has also been forwarded to the database. There are currently 105 delegates registered. Registration has slowed down for the start of the year, however is expected to pick up in the next month. It is noted that registration did not open until early April in 2009.

### **Accommodation:**

All accommodation venues have been secured, and are listed below. Each hotel is in very easy walking distance from the Crown Convention Centre. Leishman Associates will manage the block bookings accordingly.

- Crown Metropol Hotel
- Crown Promenade Hotel
- Crown Towers
- Mantra Southbank
- Melbourne Short Stay Apartments Southbank Central
- Melbourne Short Stay Apartments Southbank Deluxe

### **Social Functions:**

The social program committee have begun to look at the entertainment for the various functions and hope to have this secured in the next month after reporting to the committee the next meeting.

### **Website:**

The new website is still to be completed by Evolution7 , Maree Conway and Leishman Associates are speaking with them regularly to ensure the website is up and running as soon as possible. Having only a static website is impacting on registration and abstract submissions. Once the website is up a heavy marketing campaign will begin and include the launch and promotion of registration and abstracts

**Sponsorship and Exhibition:**

Sponsorship and exhibition sales have continued to increase with a total of \$269,000.

After viewing the complete Crown Convention Centre it has been decided to re-draw parts of the trade exhibition area and decrease the number of trade booths from the original 44 to 34 to allow more space for delegates to move around and for seating. There are six trade booths left available for sale, once these are sold the committee will decide if another area outside the breakout rooms or plenary hall will be used for more booths, these would need to be sold at a lower cost as they will not get as much traffic flow during breaks. The internet café has also been moved to outside the trade area to allow for better flow and use by delegates.

It has also been put forward that we offer an “Exhibitors Hour” within the program when delegates spend an hour in the trade exhibition talking to the exhibitors. This event will need to be pushed by the committee and MC to ensure delegates attend. It is proposed that prizes and giveaways are given out at this time and if the exhibitors have deals this is the time to promote them. Leishman Associates is currently working on fleshing this out at the moment to put forward to the exhibitors.

**Merchandise and Handbook**

The organising committee are thinking outside the square regarding satchels and merchandise this year and are investigating the use of an ipod or MP4 instead of a satchel. This device would be loaded with the conference program and information along with sponsors and exhibitor’s information. A handbook would also be produced and contain papers and abstracts for the delegates who wished to take one, abstracts will also be loaded to the ipod/MP4.

It is also proposed to produce an environmentally friendly reasonably priced generic TEMC bag that will feature the new TEMC logo and identity as per the new website. Delegates can take one if they wish and will be encouraged to bring it to future events. Any left over’s would then automatically go to the next year's conference and or be used in the launch if required.

## **2011 TERTIARY EDUCATION MANAGEMENT CONFERENCE**

### **Progress Report # 1**

Planning for the 2011 Tertiary Education Management Conference is under way with the confirmed dates being Sunday 14th to Wednesday 17th August 2011.

The venue is confirmed as the Gold Coast Convention and Exhibition Centre (GCCEC). Leishman Associates have been negotiating the room hire with the GCCEC and have confirmed a reduction of \$8,000. The final contracts are now being sent to Leishman Associates and will be checked and forward to the TEFMA and ATEM Presidents for signing.

### **ORGANISING COMMITTEE**

Joining Andrew Frowd (TEFMA), Renee Brown (Leishman Associates) and myself were John Swinton (ATEM), Padraic Kerr (TEFMA) with an apology from Nicola Collier-Jackson (TEFMA). With the addition of a NZ ATEM representative (preferably female) we will have a committee composition of 3xATEM, 3xTEFMA plus Renee, and a 4M 3F gender mix.

### **THEME**

The proposed theme for the 2011 Conference is *Riding the Waves* which is particularly appropriate to the conference location at Broadbeach and suitable as a catch-all for almost any topic in higher education administration. It also does not tie to any particular political theme given there are both Queensland and Australian government elections before the conference.

*Higher education activity is driven by many cycles including those of financial, employment and property markets, the teaching calendar, project management and quality improvement frameworks. We face an increase in the unexpected though, in size, in scope and in timing but business continuity and service satisfaction are paramount. The challenge for leaders and managers is to deal effectively with the waves of the expected and the unexpected. We must ride these waves, maintain forward momentum in the peaks and troughs, when the seas become choppy or rough. We must return again and again no matter the challenge. TEMC 2011 is your opportunity to skill up, check the forecast, share your experiences and to listen to the stories of others.*

### **ACTIVITY**

I undertook site visits in 2009 with Leishman Associates representative Renee Brown and TEFMA representative Andrew Frowd. The organising committee met on 20 January 2010.

Leishman Associates will be having a face to face meeting with the committee on March 25. At this meeting the budget and critical path will be formalised along with an approach to preferred keynote speakers. The plan for the launch of the conference in 2010 will also be fleshed out.

### **CONFERENCE STRUCTURE**

It is proposed to rearrange the “normal” structure of the conference slightly to the following

**Sunday** – Welcome reception (3 hours)

**Monday** – As normal, however no Happy Hour as the Welcome will go for a longer period and the time fits better with the TEFMA Dinner. In previous conferences, only 40 -50% of delegates attend the Happy Hour.

**Tuesday** – Full day of sessions, no tours. This is proposed as there are limited campus tours and social tour options on the Gold Coast and again it is found many people do not attend the tours.

**Wednesday** – As usual, however finish around 4pm allowing more time to get ready for the dinner  
We will consider more detailed plans at our March meeting.

### **SPEAKERS GIFTS**

The organising committee would like to put forward the idea of donating to an education charity in the Gold Coast region the money that would normally be spent on gifts for speakers, which can be facilitated by someone like the Smith Family and their learning for life initiative. Speakers would receive a certificate of

acknowledgement for their presentation stating in lieu of a gift the money was donated. The Conference generally spends around \$2,500 on speakers gifts. This would enable ATEM and TEFMA to provide a lasting legacy in the region through a significant community engagement, and provide profile raising opportunities for both organisations and possibly coverage in the local press. We see this as becoming standard practice at TEM conferences beyond 2011.

## **SOCIAL FUNCTIONS**

### **Welcome Reception**

Proposed venue Movieworld, this will be a carnival theme with music, street performers, rides and food stalls. The idea is to have something for everyone. It is proposed to keep the location a secret to add to the anticipation of the night. Buses will be provided to take delegates to and from the Welcome Reception.

### **Dinner**

It is proposed to hold the dinner at the GCCEC, with a gala style theme such as Red, White and Sparkling and have a very dressed up evening with excellent food and wine and a band.

## **ACCOMMODATION**

We are currently securing accommodation in the Broadbeach area, including a hotel and apartment style all within walking of the GCEC, with the main accommodation coming from Conrad Jupiter's.

### **Bruce McCallum**

Chair, Conference Organising Committee

Telephone: 07 31389636

Email: b.mccallum@qut.edu.au

*Director, Student Business Services*

*Queensland University of Technology*

### **Item 7.3 Report from TEMC 2012 Organisers**

Report to ATEM Council and TEFMA Board on 2012 TEM Conference  
Preliminary meeting of the Organising committee organised for April 14<sup>th</sup>

Discussion taken place between Dominic Marafioti from TEFMA, Judy Szekeres from ATEM and Renee Brown from Leishmans in regard to venue and budget. Agreed dates 16-19 September. These are the only dates available both Adelaide and Alice and problems with all other available dates (too late, public holidays etc).

Relative suitability of Alice Springs and Adelaide discussed.

	ALICE SPRINGS	ADELAIDE
VENUE	Alice Springs Convention Centre A bit small for our needs – will need to supplement breakout spaces with a 5 minute walk to Crown Plaza Space for Exhibitors is limited – could only take around 25 (currently up to 40 in Melbourne)	Adelaide Convention Centre Suits our needs in terms of space for conference  Space for Exhibitors is OK
BUDGET	Currently a loss making budget at 500 and current price	Currently a loss making budget at 500 and current price and same assumptions about exhibitors etc. However, with expected increased sponsorship in Adelaide, expect break even budget.
ACCOMMODATION	No 5-star accommodation anywhere in Alice Springs. Some accommodation is quite some distance from Conference Centre – will need a shuttle bus.	Quite a bit of accommodation at all levels in easy distance of Convention Centre
SOCIAL	Conference Dinner – Ooramina suggested – outdoor outback barbeque buffet, people will need to be bussed quite some distance. If we use Convention Centre to cater sit down at Ooramina it will be \$220 a head. Welcome Cocktails – Telegraph station suggested – again people will need to be bussed and outdoor. No indoor venues suitable in Alice for this number of people	Conference Dinner – Convention Centre, same as last conference in Adelaide  Welcome cocktails – possibly Town Hall (as last time) or Wine Centre
OTHER	Extra cost of ferrying everyone to Alice, including all speakers	

1. Working on a break-even budget at 500 people.

## **Item 7.4 Bid for TEMC 2015 from the City of Wollongong**

The following team from the City of Wollongong has drawn up this bid document with the assistance of Paula Leishman and Renee Brown of Leishman Associates.

Chair: Peter Maywald, Vice-President of the NSW/ACT Region of ATEM  
Deputy Chair: Bruce Flint, TEFMA Member  
Secretary: Giles Pickford, ATEM Secretariat  
Members: Mike Gillmore, Director of UniCentre  
David Fuller, Director of the Innovation Campus  
James Cook, Tourism Wollongong

The Tertiary Education Management Conference is a \$1 million event (this is the estimate of what the TEMC brings to the city where it is held) which is held each year in a rotation around Australia and New Zealand. It has been held in Sydney in 1977, 1981, 1988, 1997, 2006 and is next scheduled in NSW for 2015.

The Conference Chair rotates between ATEM and TEFMA. In 2015 it will be chaired by ATEM.

NSW is the only State which has never gone outside the capital city for its venue. Other States/Countries have gone out to their regions as follows:

Victoria	Ballarat
Queensland	Gold Coast
Adelaide	Alice Springs is under consideration
New Zealand	Auckland, Wellington, Christchurch

Perth, Hobart, Canberra and Darwin are places where all universities are in the same town so the issue does not arise

The following table shows the size of the TEMC since 2003

<b>Conference</b>	<b>Attendance</b>
2003 Adelaide	594
2004 Hobart	649
2005 Perth	485
2006 Sydney	582
2007 Canberra	420
2008 Christchurch	625
2009 Darwin	560

Paula Leishman visited Wollongong on 1 February 2010 for the whole day and inspected the University and the main accommodation establishments. Paula Leishman indicates that she considers Wollongong as suitable. Her report, a budget based on 2010 prices, and various attachments follow. Tourism Wollongong has provided a promotional video which can be played at the Council meeting.

The bid team has attracted letters of support from the Vice-President Administration of the University of Wollongong, and the Chair of Tourism Wollongong. They are attached. A letter from the CEO of Bluescope Steel will be tabled.

The Conference Theme suggested for 2015 is

### **Tertiary Institutions and Their Regions**

The University of Wollongong has led the way in regional involvement starting in 1978 and it has won awards for its work. It is the ideal place to showcase this theme.

The Team agreed that the Conference could include visits to the following attractions:

- The University of Wollongong Campus and the Botanical Gardens
- Gleniffer Brae and the Conservatorium of Music
- The Steel Works and the port of Port Kembla
- The Wollongong City Gallery and the CBD Sculptures followed by shopping in the Crown Street Mall
- The Aboriginal Heritage Centre on the top of Bulli Pass (suitable for the Sponsors' Reception)
- The Blue Mile and Wollongong Harbour
- The Nan Tien Buddhist Temple
- The University of Wollongong Campus at Nowra
- The Shoalhaven River
- The Sea Cliff Bridge and the Northern Suburbs

The Team will book the Wollongong Town Hall for the Welcome Reception and organize an Organ Recital and Two Choral Pieces by the University of Wollongong Singers and the Lamplighters (Wollongong's top choir). We will request a Civic Reception after the new Lord Mayor is elected in August 2011.

Peter Maywald  
Chair



113 Harrington Street Hobart TAS 7000  
T: (03) 6234 7844 F: (03) 6234 5958  
[www.leishman-associates.com.au](http://www.leishman-associates.com.au)  
ABN 22 103 078 897

### **TEMC 2015 – Wollongong Bid Report by Paula Leishman**

On 1 February, I attended a familiarisation by the Wollongong Conference and Convention Bureau to inspect conference facilities to determine whether the City of Wollongong had the capability to stage the 2015 TEM Conference.

#### **Venues**

The proposed main venue for the plenary and breakout sessions is the University of Wollongong Campus.

On inspection there is ample space to capably house 700 delegates (more than is traditionally required).

The Plenary Hall is spacious, comfortable and well appointed with the latest in audio visual equipment. A map of the campus is attached.

Breakout / Concurrent Sessions would be held in the Communications Centre, and would work extremely well, with five tiered theatrettes; again well appointed with AV equipment, and in close proximity to the main plenary hall.

#### **Trade Exhibition**

For the writer this is the one area that could cause some problems. The proposed venue for the Trade Exhibition, and food and beverage service is due for major renovation in 2010 and so therefore the finished building was not available for viewing.

It is suggested that based on the plans for the new building (which on the quality of work at Wollongong will be of a high standard); that a floor plan is drawn up to house 35, 3 metre x 2 metre booths, and to allow for some seating, buffet food service and space for at least 550 people in the room.

### **Welcome Reception**

It has been suggested that the Welcome Reception will be a Civic Reception by the Wollongong City Council. This will be held in the Wollongong Town Hall. This venue was not inspected, however it is considered that it would amply house the TEMC delegates.

### **Conference Dinner**

A facility at the University of Wollongong (The sports centre) was inspected, however this was considered inappropriate for TEMC delegates.

It is suggested that the WIN Entertainment Centre in the heart of Wollongong city be used. This would capably house the required number, and is the venue for most major dinners held in the city. No action has been taken in relation to caterers etc; and an inspection was conducted in the foyer areas only.

The location of the venue is well placed, and would allow most delegates to comfortably walk from their hotel venue to the dinner venue.

### **Association Breakfasts**

These would need to be held at the Novotel in Wollongong. There is sufficient space to run two concurrent breakfasts.

### **Committee Meetings**

It is suggested that any pre-conference meetings for ATEM and TEFMA be held at the Novotel.

### **Programming Issues**

The program would need to be adjusted on some days to allow for transfers to the University after the Association breakfasts.

### **Accommodation**

Wollongong has a number of new accommodation houses; and it is considered to have sufficient rooms to accommodate the TEMC delegates in a range of styles and price points.

### **Transport**

The campus is located about 4km from the city centre. There is a walking track from the city to the University, together with a Government funded free shuttle service that runs every 10 minutes to the University. The trip from the city to the University takes approximately 15 minutes. Walking would be 25 to 30 minutes.

This service would not incur a cost for the conference as it is funded by State and Local Government.

### **Transfers from Sydney to Wollongong**

Given that it is 1.5 hours from Sydney Airport to Wollongong, it is considered that a complimentary coach service would be required to transfer delegates from Sydney to the venue.

Wollongong is well placed for those delegates travelling from Canberra and Sydney who it is assumed would drive to the conference.

Some delegates from Melbourne may also elect to drive to Wollongong.

Delegates from Brisbane, Tasmania, Perth, Adelaide, Darwin and New Zealand would fly in and these delegates would need to be transferred to the venue.

It is considered that due to the considerable savings in other budget areas such as venue hire and audio visual, that the transfer cost could be absorbed by the conference budget.

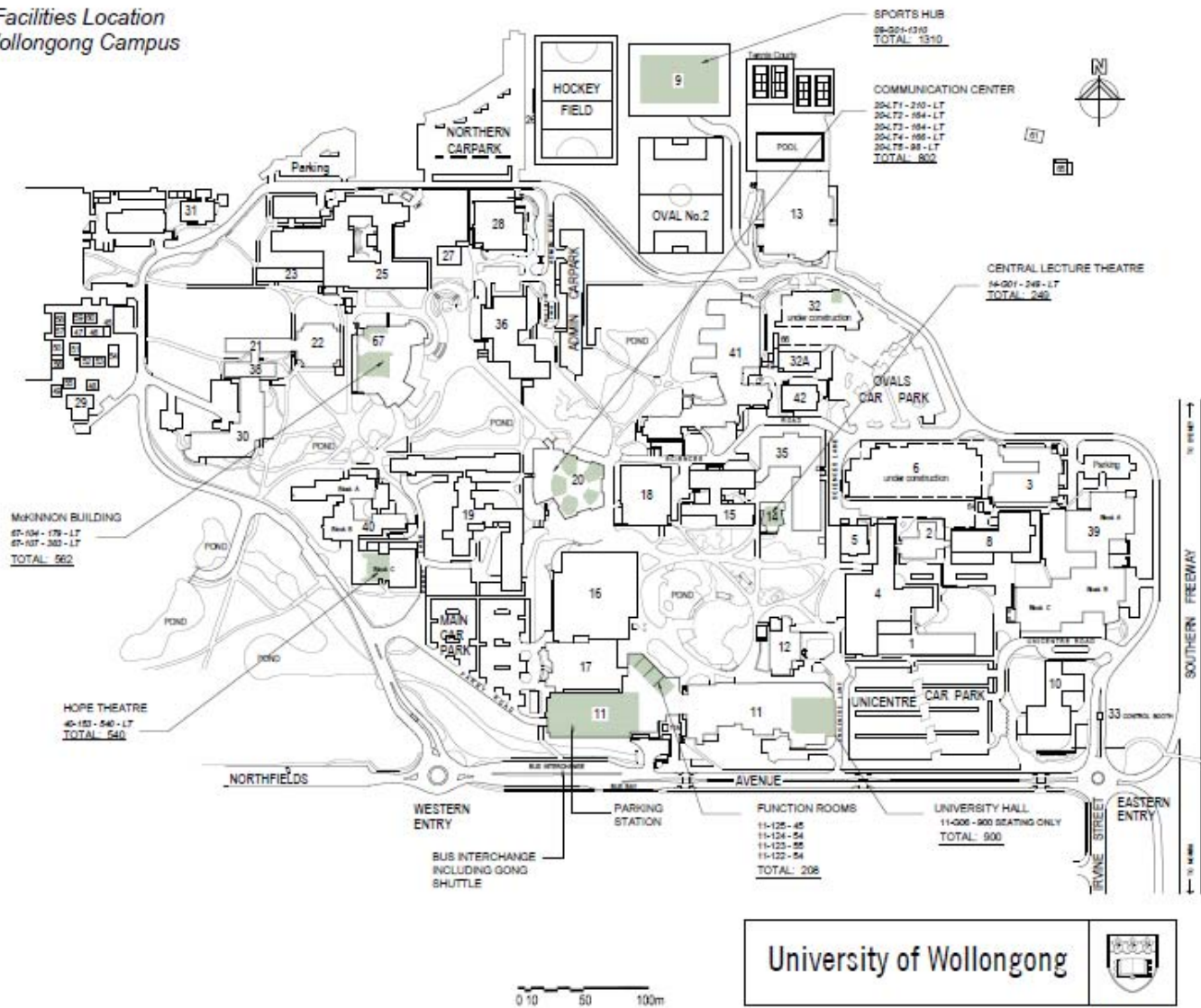
**What will delegates think about Wollongong?**

Selling the destination will be the biggest challenge. In the past destinations such as Canberra have been less attractive to delegates and it is considered that Wollongong will also fall into this category.

However, the city of Wollongong is a very friendly, well located regional city; with many beautiful natural and built attractions close by. An excellent promotional video from Tourism Wollongong is available and will help a lot.

Paula Leishman  
Managing Director  
Leishman Associates  
Conference Managers for the Tertiary Education Management Conference

Conference Facilities Location  
Wollongong Campus



**TEMC 2015**

<b>CODE</b>	<b><u>FIXED COSTS</u></b>	<b>450 BUDGET INC GST</b>	<b>500 BUDGET INC GST</b>	<b>550 BUDGET INC GST</b>	<b>600 BUDGET INC GST</b>	<b>ACTUAL INC GST</b>	<b>ACTUAL NETT EXC GST</b>
							<b>Entered MYOB</b>
<b>ACCOMMODATION</b>							
6-1001	Hotel Deposits (will be derived by income and expense)	0.00	0.00	0.00	0.00		0.00
<b>ADMINISTRATION</b>							
6-1110	Accounting Services	880.00	880.00	880.00	880.00		0.00
6-1120	Bank fees	3,000.00	3,000.00	3,000.00	3,000.00		
6-1121	Bank Merchant fees	3,000.00	3,000.00	3,000.00	3,000.00		0.00
6-1130	Committee Expenses and Meeting Expenses	2,000.00	2,000.00	2,000.00	2,000.00		0.00
6-1150	Insurance - to be purchased July 2014	6,000.00	6,000.00	6,000.00	6,000.00		0.00
6-1155	MIE Fees - 2.75% of income from on line registration (approx)	5,000.00	5,500.00	6,000.00	6,500.00		0.00
6-1165	Photocopying & Printing - Administrative	600.00	600.00	600.00	600.00		0.00
6-1170	Postage	500.00	500.00	500.00	500.00		0.00
6-1175	Registration Desk expenses	2,000.00	2,000.00	2,000.00	2,000.00		0.00
6-1180	Staff Airfares	3,000.00	3,000.00	3,000.00	3,000.00		0.00
6-1181	Staff On ground expenses & accomm during conference	4,000.00	4,000.00	4,000.00	4,000.00		0.00
6-1185	Stationery (shown in variable cost)	0.00	0.00	0.00	0.00		0.00
6-1190	Telecommunications (shown in variable cost)	0.00	0.00	0.00	0.00		0.00
9-1500	Repayment of Seed funding	20,000.00	20,000.00	20,000.00	20,000.00		0.00

**AUDIO VISUAL**

6-1210	AV - Operators only - 5 operators 4 days 10 hours per day	20,000.00	20,000.00	20,000.00	20,000.00	0.00
6-1250	Internet Café, based on 12 x PC's + wireless	12,000.00	12,000.00	12,000.00	12,000.00	0.00

### **BREAKFASTS**

6-1262	ATEM - Food and Beverage @ \$45 per person (based on 150 pax)	6,750.00	6,750.00	6,750.00	6,750.00	0.00
6-1263	Misc ATEM Expenses	1,000.00	1,000.00	1,000.00	1,000.00	
6-1272	TEFMA - Food and Beverage @ \$45 per person (based on 150 pax)	6,750.00	6,750.00	6,750.00	6,750.00	0.00
6-1273	Misc TEFMA Expenses	1,000.00	1,000.00	1,000.00	1,000.00	

### **CONFERENCE DINNER**

6-1310	Food & Beverage (see variable)	0.00	0.00	0.00	0.00	0.00
6-1322	Centrepieces @ \$60 each	2,700.00	3,000.00	3,300.00	3,600.00	0.00
6-1323	Chair Covers @ \$7.00 each	3,150.00	3,500.00	3,850.00	4,200.00	0.00
6-1330	Sound and Theming	20,000.00	20,000.00	20,000.00	20,000.00	0.00
6-1340	MC - inc airfares and accommo	6,000.00	6,000.00	6,000.00	6,000.00	0.00
6-1350	Music/Entertainment - inc airfares and accomm	10,000.00	10,000.00	10,000.00	10,000.00	0.00
6-1380	Venue Hire	10,000.00	10,000.00	10,000.00	10,000.00	0.00

### **DESIGN/ARTWORK**

6-1420	Call for Presenters/Papers	500.00	500.00	500.00	500.00	0.00
6-1435	DL Flyer - mid year promotion	500.00	500.00	500.00	500.00	0.00
6-1440	Exhibitors Passport	300.00	300.00	300.00	300.00	0.00
6-1450	Handbook	2,000.00	2,000.00	2,000.00	2,000.00	0.00
6-1460	Conference Logo	500.00	500.00	500.00	500.00	0.00
6-1475	Pocket Program	350.00	350.00	350.00	350.00	0.00
6-1480	Registration Brochure	1,000.00	1,000.00	1,000.00	1,000.00	0.00
6-1485	Sponsorship Document	300.00	300.00	300.00	300.00	0.00

### **6-1500 FREIGHT AND COURIERS**

6-1520	Conference Registration Desk Equipment	3,000.00	3,000.00	3,000.00	3,000.00	0.00
6-1530	Satchel Storage and Packing Fee	3,000.00	3,000.00	3,000.00	3,000.00	0.00

**6-1535 HAPPY HOUR**

6-1537	Beverage (see variable)					0.00
6-1538	Food (see variable)					0.00

**6-1550 MANAGEMENT FEES**

6-1560	Conference Management (see variable)	0.00	0.00	0.00	0.00	0.00
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**6-1600 MARKETING/MEDIA**

6-1620	Banners/Signage	4,000.00	4,000.00	4,000.00	4,000.00	0.00
6-1650	Photography	3,000.00	3,000.00	3,000.00	3,000.00	0.00

**6-1660 LAUNCH 2014**

6-1665	Giverways	5000.00	5000.00	5000.00	5000.00	0.00
6-1669	Production/Trade Booth	5000.00	5000.00	5000.00	5000.00	0.00

**6-1700 MERCHANDISE/GIFTS**

6-1730	General Speakers - \$20 per speaker (allows for up to 100 gifts)	2,000.00	2,000.00	2,000.00	2,000.00	0.00
6-1740	Keynote Speakers - \$100 per speaker	600.00	600.00	600.00	600.00	0.00
6-1760	Name Badges and Lanyards (see variable)	0.00	0.00	0.00	0.00	0.00
6-1770	Other Delegate Gift (see variable)	0.00	0.00	0.00	0.00	0.00
6-1780	Satchels (see variable)	0.00	0.00	0.00	0.00	0.00

**6-1900 POSTAGE**

6-1910	DL Flyer - Mid year promotion	500.00	500.00	500.00	500.00	0.00
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**6-2000 PRINTING**

6-2010	DL Flyer - mid year promotion	800.00	800.00	800.00	800.00	0.00
6-2020	Call for Papers	600.00	600.00	600.00	600.00	0.00
6-2030	Delegate List- emailed	0.00	0.00	0.00	0.00	0.00
6-2040	Exhibitors Passport	500.00	500.00	500.00	500.00	0.00
6-2050	Handbook	15,000.00	15,000.00	15,000.00	15,000.00	0.00
6-2055	Large Programs on site	200.00	200.00	200.00	200.00	0.00
6-2065	Menus - Dinner	300.00	300.00	300.00	300.00	0.00
6-2070	Miscellaneous Printing	200.00	200.00	200.00	200.00	0.00
6-2075	Pocket Program (1 colour)	1,000.00	1,000.00	1,000.00	1,000.00	0.00
6-2085	Sponsorship Document	300.00	300.00	300.00	300.00	0.00

**6-2100 SPEAKERS**

	<b>Keynote Speaker - 1</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00
	<b>Keynote Speaker - 2</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00
	<b>Keynote Speaker -3</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00

	<b>Keynote Speaker -4</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00
	<b>Keynote Speaker - 5</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00
	<b>Keynote Speaker - 6</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	
6-2105	Accommodation					0.00
6-2110	Appearance, Honorarium					0.00
6-2113	Flights					0.00
6-2115	Hospitality					0.00
6-2120	Travel and On ground					0.00

#### **6-2600 TRADE/EXHIBITION AND SPONSORSHIP**

6-2601	Booth Hire 30 Booths	16,500.00	16,500.00	16,500.00	16,500.00	0.00
6-2602	Furniture Hire	2,000.00	2,000.00	2,000.00	2,000.00	0.00
6-2603	Poster Board Hire and Expenses	800.00	800.00	800.00	800.00	0.00
6-264	Registration Desk Hire	0.00	0.00	0.00	0.00	0.00
6-2605	Sponsors Function \$60 per person - 70pax	4,200.00	4,200.00	4,200.00	4,200.00	0.00
6-2606	Sponsors Function - Venue Hire (to be determined)	1,000.00	1,000.00	1,000.00	1,000.00	0.00
6-2607	Sponsors Network Function - Major (only occur if package taken)	2,500.00	2,500.00	2,500.00	2,500.00	
6-2608	Sponsors Network Function - Welcome Reception (only occur if package taken)	2,000.00	2,000.00	2,000.00	2,000.00	
6-2609	Sponsors Network Function - Dinner (only occur if package taken)	1,500.00	1,500.00	1,500.00	1,500.00	

<b>6-2700</b>	<b>TRANSPORT</b>					
6-2705	Shuttle Service from Sydney	10,000.00	10,000.00	10,000.00	10,000.00	0.00
<b>6-2800</b>	<b>VENUE</b>					
6-2802	Food and Beverage (Conference Day Catering) - see variable	0.00	0.00	0.00	0.00	0.00
6-2803	Security	6,000.00	6,000.00	6,000.00	6,000.00	0.00
6-2804	Venue Hire (Sponsored by Wollongong University)	0.00	0.00	0.00	0.00	0.00
	<b>WEBSITE</b>					
6-2910	Development and Maintenance Costs	5,000.00	5,000.00	5,000.00	5,000.00	0.00
6-2920	Domain name registration and hosting	1,000.00	1,000.00	1,000.00	1,000.00	0.00
6-2930	Online Abstract Submission Facility	4,000.00	4,000.00	4,000.00	4,000.00	2,672.73
6-2940	Online Registration Monthly Fees	990.00	990.00	990.00	990.00	0.00
6-2950	Online Registration Set up	550.00	550.00	550.00	550.00	0.00
	<b>WELCOME RECEPTION</b>					
6-3010	Food & Beverage (see variable)	0.00	0.00	0.00	0.00	0.00
6-3030	Sound, Theming and Entertainment	10,000.00	10,000.00	10,000.00	10,000.00	0.00
6-3080	Venue Hire (Sponsored by the City of Wollongong)	0.00	0.00	0.00	0.00	0.00
	<b>TOTAL FIXED COSTS</b>	<b>297,820.00</b>	<b>298,970.00</b>	<b>300,120.00</b>	<b>301,270.00</b>	
	<b>FIXED COSTS PER DELEGATE - based on Number of Delegates delegates</b>	<b>661.82</b>	<b>597.94</b>	<b>545.67</b>	<b>502.12</b>	
<b>CODE</b>	<b>VARIABLE COSTS</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	
6-1185	Stationery	3.00	3.00	3.00	3.00	0.00

6-1190	Telecommunications	7.00	7.00	7.00	7.00	0.00
6-1560	Conference Management	115.00	115.00	115.00	115.00	0.00
6-1760	Name Badges and Lanyards	6.50	6.50	6.50	6.50	0.00
6-1780	Satchels	25.00	25.00	25.00	25.00	0.00
6-1770	Other Delegate Gift (see variable - as part of major sponsorship)	15.00	15.00	15.00	15.00	0.00
6-2802	Day catering Food and Beverage - Per person - 3 days	270.00	270.00	270.00	270.00	0.00
6-1310	Conference Dinner Food & Beverage	130.00	130.00	130.00	130.00	0.00
	Happy Hour Food & Beverage	50.00	50.00	50.00	50.00	
6-3010	Welcome Reception - Food & Beverage	100.00	100.00	100.00	100.00	0.00
6-1155	MIE Transaction Fee	1.10	1.10	1.10	1.10	0.00

<b>TOTAL VARIABLE COSTS</b>		<b>722.60</b>	<b>722.60</b>	<b>722.60</b>	<b>722.60</b>	
TOTAL VARIABLE BY	DELEGATES + FIXED COSTS	622,990.00	660,270.00	697,550.00	734,830.00	0.00

<b>4-0000</b>	<b>CONFERENCE INCOME</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	
		<b>delegates</b>	<b>delegates</b>	<b>delegates</b>	<b>delegates</b>	
4-0010	Accommodation Deposits	0.00	0.00	0.00	0.00	0.00
4-0020	Additional Tickets - Conference Dinner \$170	2,550.00	2,550.00	2,550.00	2,550.00	0.00
	Additional Tickets - Happy Hour \$50	150.00	150.00	150.00	150.00	0.00
	Additional Tickets - Welcome Reception \$100	600.00	600.00	600.00	600.00	0.00
4-0100	Bank Interest	0.00	0.00	0.00	0.00	0.00
4-0150	Registration - Based on all EB registrations (2009 fee)	402,750.00	447,500.00	492,250.00	537,000.00	0.00
8-1500	Seed Funding	20,000.00	20,000.00	20,000.00	20,000.00	0.00

<b>4-8000</b>	<b>ADDITIONAL INCOME - Sponsorship</b>					
4-8100	Advert and Satchel Inserts -	1,000.00	1,000.00	1,000.00	1,000.00	0.00
4-8200	Booths	100,000.00	100,000.00	100,000.00	100,000.00	0.00
4-8400	Sponsorship	100,000.00	100,000.00	100,000.00	100,000.00	0.00

4-8500	Other - Tertiary Institutions	6,000.00	6,000.00	6,000.00	6,000.00	0.00
<b>TOTAL INCOME</b>		<b>633,050.00</b>	<b>677,800.00</b>	<b>722,550.00</b>	<b>767,300.00</b>	
	PROFIT / LOSS	10,060.00	17,530.00	25,000.00	32,470.00	0.00

## Letter of Support from the University of Wollongong

University of Wollongong



10 March 2010

Mr Giles Pickford  
ATEM Secretariat  
PO Box 8050  
O'CONNOR ACT 2602

Dear Giles

The University of Wollongong is pleased to be a part of the bid for the Tertiary Education Management Conference (TEMC) proposed to be held in Wollongong in 2015.

The theme of the Conference being the relationship of Universities with their region is highly applicable in the Wollongong/Illawarra region.

The Wollongong Campus has the facilities to host the conference during the spring session recess in September/October 2015. We welcome the opportunity to showcase our Campus to the extensive membership base of the Association for Tertiary Management Inc. (ATEM) and the Tertiary Education Facilities Management Association (TEFMA).

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Chris Grange', with a stylized flourish extending to the right.

**Chris Grange**  
Vice-Principal (Administration)

---

Vice-Principal (Administration) University of Wollongong NSW 2522 Australia  
Telephone: +61 2 4221 3920 Facsimile: +61 2 4227 1777  
cgrange@uow.edu.au www.uow.edu.au  
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## Letter of Support from Tourism Wollongong

c i t y o f i n n o v a t i o n

Tourism  
wollongong

23 February 2010

Giles Pickford  
Association for Tertiary Education Management Inc (ATEM)  
PO Box 6050  
O' CONNER ACT 2602

Dear Giles

### RE: SUPPORT FOR 2015 TERTIARY EDUCATION MANAGEMENT CONFERENCE

As the peak tourism destination marketing body for Wollongong, Tourism Wollongong together with Wollongong Conference and Events, offers its support in the bid for the University of Wollongong to host the Tertiary Education Management Conference ( TEMC ) in 2015.

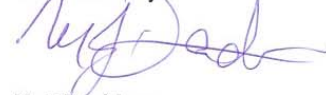
The business tourism sector is a significant economic driver for Wollongong. With international brand hotels, superior conference facilities and support services, all within easy access from Sydney, its hard to deny Wollongong's appeal as a conference destination.

Biding and attracting conferences to Wollongong aligns with Tourism Wollongong's strategic direction of developing Wollongong as a business and leisure tourism destination and also aligning with the NSW State Government directive to drive business tourism into regional NSW.

A successful bid for Wollongong to host the Tertiary Education Management Conference ( TEMC ) in 2015 will meet our objective to increase the profile of Wollongong as a preferred regional conference and events destination and introduce new business to the region. This event has the full support of Tourism Wollongong, we look forward to the opportunity to work with the committee ensuring the success of the event and furthermore welcoming delegates to Wollongong.

If you wish to further discuss Tourism Wollongong's support I can be contacted on 02 4228 0300

Yours sincerely



**Matt Davidson**  
**Chairman – Tourism Wollongong**



93 Crown Street Wollongong NSW 2500 • PO Box 379 Wollongong NSW 2520  
Visitor Information Centre: 02 4227 5545 • Fax: 02 4226 6629 • Toll Free: 1800 240 737  
Administration: 02 4228 0300 • Fax: 02 4228 0344  
Email: [tourism@wollongong.nsw.gov.au](mailto:tourism@wollongong.nsw.gov.au)

## TEMC 2015

### TRANSPORT PLAN (*Provisional*)

Wollongong is NSW 3rd largest City and only 1 hour south of Sydney CBD and international airport and only 2 ½ hours drive north east of the nation's capital Canberra.

TEMC 2015 delegates will have a number of transport options available when they arrive at Sydney Airport to transfer to Wollongong.

#### **Conference Shuttle Services:**

It is proposed that TEMC 2015 delegates will be able to pre-book a conference shuttle from either the International or Domestic Terminals dropping at hotels in Wollongong. These shuttle services will depart on a time schedule in the afternoon prior to commencement of TEMC 2015.

*This schedule will be advertised on the official TEMC 2015 Website.*

#### **Additional Transport Services To/From Wollongong:**

There are a number of additional Transport Options for TEMC 2015 delegates to use to get to/from Wollongong.

#### **Airport transfers:**

There are a number of local operators that provide Airport transfers to/from Wollongong that TEMC 2015 delegates can consider;

Wollongong City Shuttle  
29 Marshall St  
2530 Dapto NSW  
**Phone:** (02) 4261 7393

Jetlink Travel  
281 Cordeaux Rd  
2526 Mt Kembla NSW  
**Phone:** (02) 4272 7944

#### **Rail:**

From both Domestic and International airport terminals delegates can catch a train to Wollongong, changes at **Wolli Creek station**, to join the **Illawarra/ South Coast Line**. **Cityrail** run intercity commuter trains to and from Wollongong on a regular basis. For a complete up to date timetable visit [www.131500.com.au](http://www.131500.com.au)

#### **Road:**

##### *From Sydney*

An easy 1 hour and 20 minutes drive to Wollongong via the Princes Highway (F6 Freeway) from Sydney CBD or 60 minutes from Macarthur in Sydney's west via the Westlink M7

##### *From the Southern Highlands*

About 45 minutes drive time via either Mount Ousley Road/Picton Road and the Hume Highway (F5 Freeway) or Macquarie Pass/Illawarra Highway.

*From Canberra*

About 2.5 hours drive time along the Hume Highway to the Picton interchange and the Picton Road/Mt Ousley Road, or to Moss Vale and the Illawarra Highway.

**When in Wollongong:**

**Free “GONG” Shuttle**

A FREE Shuttle bus services is now running in Wollongong incorporating the CBD North Beach, City Beach, Science Centre, Wollongong City Centre, popular cafe and restaurant precincts as well as city service areas including the University of Wollongong, Wollongong train station, Wollongong CBD, Innovation Campus and TAFE.

For more information about the Gong Shuttle visit [www.131500.com.au](http://www.131500.com.au)

**Taxis**

Wollongong is well serviced with Taxis as provided by Taxi Cabs Wollongong. These can be booked by calling (02) 4229 9311

#### **Item 7.4 (a) International Affiliates**

Here is a summary of attendance by overseas delegates at our TEMCs

AUA	Consistently attends all TEMCs and this is well reciprocated by ATEM attendance at AUA
ACCRAO	Occasionally attends TEMCs with much better attendance by ATEM at ACCRAO.
AAUA	AAUA has not been to a TEMC since 1999. ATEM members have attended in most years but the feeling is that AAUA is gradually disappearing. Its future is in doubt.
ACHEA	ACHEA has attended two ATEM Conferences. ATEM has attended one ACHEA Conference and was attending another, but it was cancelled.
AFR	ATEM has taken up its free place at all AFR Conferences to date.
UA	The President attends UA Conferences, but so far UA have not taken up the reciprocal offer.

Apart from AUA, where there is no need, we don't know how we can get our affiliates to attend our Conferences. Probably the best approach is for the ATEM Delegate attending the overseas Conference to press home the message that it is ATEM which benefits the most from these affiliation arrangements. The benefits would be equal if the overseas delegates started to take their free places.

#### **RECOMMENDATION**

That ATEM cease to nominate members to AAUA Conferences from 2011.

#### **7.4 (b) Attraction of Overseas Participants**

The TEMC Steering Committee was asked to look at specific programs designed to attract paying overseas participants.

## **Item 8.1 Update of ATEM Policy Documents**

The following policy documents are in need of updating. *The Track Changes were sent out with the Agenda in a separate file as track changes do not copy across..* The text you see below is the amended text which we should adopt.

### **INDEX of Policy Documents**

[Appointment of Two Councillors](#)

[ATEM Grants and Awards Terms of Reference](#)

[ATEM Grants and Awards](#)

[ATEM Code of Conduct](#)

[Corporate Membership](#)

[Finance Manual\\*](#)

[Guide for New Office Bearers](#)

[Institutional Coordinators](#)

[International Links](#)

[Membership Grades](#)

[Membership Recruitment](#)

[Organisational Responsibilities](#)

[Removal of an Elected Officer](#)

[Staff Exchanges and Study Tours](#)

[Strategic Plan](#)

[The ATEM Patron](#)

\* This document is under review

### **Appointment of Two Councillors**

*(adopted by Council in September 2004, modified December 2007 and March 2010)*

#### **Procedure**

1. At the end of a term of an ATEM Councillor the ATEM Secretariat will call for nominations from the ATEM membership. An ATEM-wide election will then be held to determine the choice of an ATEM Councillor.
2. The ATEM Councillor will serve for two years and be eligible to serve for two more years, after which an election will be held.
3. Casual vacancies are to be filled by the Council appointment, per clause 7 of the Constitution.

## ATEM Grants and Awards Committee: Terms of Reference

(Policy adopted by ATEM Council in September 2002, and amended on 19 May 2006 and March 2008)

### **Purpose**

The ATEM Awards and Grants Committee considers and makes decisions under delegated authority on all new and existing Awards and Grants proposed, established and issued by the Association.

The Committee considers applications for all awards and scholarships made by the Association, , except the President's Award which is made at the discretion of the President. The Committee meets according to the following timeline (exact dates depend on timing of conference).

Call for nominations:	by mid-June
Reminder:	mid-July
Applications for Association awards and grants close:	end July-mid August
Applications considered by Committee by:	end August-mid September
Award decisions forwarded to Council by:	agenda deadline
Recommendations to Council on any new, or modifications to existing, Association or Regional Awards and Grants	agenda deadline
Recipients announced during TEM Conference:	September/October

### **Membership**

- 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.
- 

The Committee has the power to co-opt as it sees fit.

The ATEM Secretariat will provide secretarial support.

The term of office for all members is normally two years to coincide with the term of office of the ATEM Vice-President who is Chair.

### **Terms of Reference**

- To ensure that all Awards and Grants are, as far as is practicable, established and issued equitably and consistently across the Association
- To consider and approve all existing and new Regional Awards and Grants for recommendation to Council
- To consider and determine applications for the following awards:

### **ATEM Awards**

Certificates of Appreciation

International Conference Delegates (under reciprocal agreements)

Meritorious Service Awards

Peter Karmel International Travel Grants

Maurie Blank Study Scholarships

Ian Chubb Career Development Award

- To report to the Council on decisions made for the Awards and Grants.
- To report annually to the Council on any changes required to the criteria for the Awards and Grants, or to procedures to be followed by the Committee.
- To note all regional Awards and Grants and monitor corporate governance standards

The President's Award is not considered by this Committee, although the President may request the Committee to propose worthy members.

## **ATEM Grants and Awards**

*Revised by Council in September 2003 and altered in May 2005 following the introduction of the new membership level, when the award of Fellow was excised from the process covered by this policy.*

### **AWARDS**

The Association for Tertiary Education Management Inc (ATEM) has established awards to recognise significant contributions made by:

- members to the Association; and
- members and non-members to the promotion and development of the profession of tertiary education administration and management.

An employee or person otherwise paid by ATEM (including consultants) are not eligible for any Association Awards.

These awards are:

- ATEM Honorary Fellow
- ATEM Associate Fellow
- President's Award
- Meritorious Service Award
- Certificate of Appreciation

This document outlines the criteria and nomination procedures for each award.

### **Criteria for ATEM Honorary Fellowships**

The following criteria will be considered when deciding whether any person should be recommended for the award of an Honorary Fellowship of ATEM. A person receiving such an award is entitled to use the letters "HonATEMF".

To be considered for an Honorary Fellowship of ATEM, a person must have been active in tertiary education administration and management for a period of not less than 10 years. During this period, the person must have demonstrated significant commitment to the aims and objectives supported by ATEM and its predecessor, AITEA, and have been actively involved in advancing the profession of tertiary education administration and management, including the active support of other administrators and managers to improve their professional development.

The contribution made by the person to the development of the profession must be judged by the selection committee as having been significant to the development of the profession of tertiary education administration and management over an extended period of time.

The award of Honorary Fellow may be made to an ATEM member or non-member, and may be awarded to a person who meets the criteria but who is no longer working within tertiary education.

### **Selection and Notification**

### **ATEM Honorary Fellow**

Nominations for the award of Honorary Fellowships are initiated and supported by either the Council of ATEM or a Region Executive Committee and must receive the endorsement of the President of ATEM.

Nominations close on 31 July each year and are considered by the ATEM Awards and Grants Committee and approved by Council at its meeting at the annual conference. Honorary Fellowships are presented at the Annual Conference.

### **PRESIDENT'S AWARD**

The President's Award is given to an individual ATEM member who has made an outstanding contribution to the Association. This could reflect outstanding achievements in a single year, or to recognise ongoing, substantial Association involvement.

The Award is given at the discretion of the current President and will normally be presented at the annual Association Conference. The President may seek the advice of the Awards Committee, and/or Executive or Council members in deciding an Award.

Only one Award is made in any year, although the President can choose not to make an award.

### **MERITORIOUS SERVICE AWARD**

This is an award which recognises outstanding contributions by members to the Association. It is ATEM's highest award for service. The award will normally be presented at the annual Association Conference.

#### **Eligibility**

Membership of ATEM for at least five years.

#### **Guidelines**

Nominations may be made by an ATEM Councillor or a Region Committee.

No more than three Awards can be made in any one year.

Should the number of nominations from Regions exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Regional Chairs. Under these circumstances, some Regional nominations may not be accepted, but can be re-nominated in the following year.

#### **Criteria**

Exemplary service to the Association over a sustained period of time through one or more of the following:

- office bearer at Association level;
- Chair or member of ATEM Committee; or
- Chair or member of ATEM educational program or project.

#### **Nominations**

Nominations for the Meritorious Service Award should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website ([www.atem.edu.au](http://www.atem.edu.au)) and lodged with the Association Secretariat by 31 July each year.

Nominations will be considered by the ATEM Awards and Grants Committee, and determined under delegated authority from Council. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards is determined. The member standing down shall be replaced by a nominee of the President.

### **CERTIFICATE OF APPRECIATION**

The Certificate of Appreciation is awarded to ATEM members in recognition of specific services or tasks performed on behalf of the Association at the Region and/or Council level.

#### **Eligibility**

Membership of ATEM for at least five years, during which time the applicant will have been involved in ATEM activities for at least two years.

## **Guidelines**

Nominations are made by a Regional Committee or a Councillor.

The Association would normally confer no more than three awards in any one year.

Should the number of nominations for Certificates exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Regional Chairs. Under these circumstances, some Branch nominations may not be accepted, and these can be considered in the following year.

## **Criteria**

- Exemplary service to the Association as an office bearer at the Regional or Association level.
- Performance of a service or task within a Region or across the Association which was beneficial to the Association, and/or to promoting the profession of tertiary education administration and management generally.

## **Nominations**

Nominations for the Certificate of Appreciation should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website ([www.atem.edu.au](http://www.atem.edu.au)) and lodged with the Association Secretariat by 31 July each year.

Nominations for Certificates to be awarded by the Association will be determined under delegated authority from Council. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards is determined. The member standing down shall be replaced by a nominee of the President.

## **ATEM GRANTS**

### **1. PETER KARMEL INTERNATIONAL TRAVEL GRANT**

#### **Guidelines for Applicants**

This prestigious award is named for Peter Karmel, the first Patron of AITEA and then ATEM, Vice-Chancellor of Flinders University and the Australian National University, Chairman of the Commonwealth Tertiary Education Commission, and Chair of the National Institute for the Arts. It is our belief that he has had more impact on the betterment of higher education in Australia than any person since the 1980s.

The Peter Karmel International Travel Grant is designed to facilitate comparative or cross-cultural studies of professional administrative activity. The Grant, while also having the aim of assisting an individual member's professional development, is intended primarily to contribute to the growth of a knowledge base for the occupation of tertiary education administration and management. To this end, projects should not normally be institution specific, but rather should have the potential to advance professional practice and the standing of the profession within tertiary education in general.

While the Travel Grant provides a unique opportunity for members to undertake an intensive period of professional development, ATEM expects that applicants will also ensure that their projects are linked clearly with ATEM's Strategic Directions Statement.

The value of the International Travel Grant is currently \$AUD10,000.

#### **Eligibility**

ATEM members of at least three years consecutive standing are eligible to apply for a Travel Grant. It is expected that applicants would be at the stage of their career where the award of a Travel Grant would enable them to enhance their career development and their professional standing.

#### **Guidelines**

An individual can only ever receive one international travel grant.

The Peter Karmel International Travel Grant should not normally be used to support conference attendance, unless the conference is related directly to the project and relevant professional contacts will be made by attending the conference. These contacts must be specified in the application.

The Travel Grant must normally be taken within one calendar year of the Grant being made and be completed by 31 July in the year in which a report will be made at the annual ATEM Conference.

## **Applications**

Applications should be submitted on the ATEM Awards and Scholarships application form which is available from the ATEM Secretariat (atem1@bigpond.com) or from the ATEM website (www.atem.org.au) .

Applications should be as complete and comprehensive as possible. The Awards Committee does not conduct interviews or seek additional information, so it is important that applications are complete when submitted.

Applications are considered by the ATEM Awards and Grants Committee under delegated authority from the Council.

### **Criteria for Assessing Applications**

The following criteria are used to assess applications for International Travel Grants.

- Membership of ATEM for at least three years
- Institutional support for the applicant, demonstrated by a written statement from the applicant's manager, indicating the value of the Grant to the professional development of the individual
- Professional presentation of application
- Relationship of the project to ATEM's Strategic Directions Statement
- Contribution to the growth of a knowledge base for the profession of tertiary education administration and management as evidenced by expected outcomes of the travel.

The Awards Committee has the right to not award a Travel Grant in any given year.

### **Reporting**

Successful applicants will be expected to prepare a written report for submission to the ATEM Council within three months of their return from their travel. This report will specify:

- itinerary of visits;
- contacts made;
- budget statement; and
- detailed findings of the project, specifying outcomes in terms of advancing the knowledge base of the profession.

A copy of this report will be forwarded to the chief executive officer (Vice-Chancellor or equivalent) of the applicant's institution by the ATEM Secretariat.

Successful applicants will also be expected to present a concurrent session at the next Association Conference at which time findings from the project are expected to be defined.

Reports to the ATEM Council are published on the ATEM web page.

## **2. MAURIE BLANK STUDY SCHOLARSHIP**

The Association for Tertiary Education Management Inc awards an annual scholarship to support members undertaking undergraduate or postgraduate study to further their professional development. The award of such scholarships is an indication of the value which the Association places on continuing education as a means of achieving personal professional development goals.

The value of the Scholarship is currently \$AUD4,000.

### **Eligibility**

ATEM members of at least two years standing are eligible to apply for a scholarship.

### **Guidelines**

Preference is given to applicants who do not yet hold any formal qualifications.

Applicants must be enrolled in a tertiary education course relevant to their professional development, and have completed at least one year of that course.

An individual member can only ever receive one study scholarship.

### **Applications**

Applications should be submitted on the ATEM Awards and Scholarships Application form which is available from the ATEM Secretariat (email [atem1@bigpond.com](mailto:atem1@bigpond.com)) or from the ATEM web site ([www.atem.edu.au](http://www.atem.edu.au)).

Applications must include a copy of previous academic results.

Applicants must ensure that the confidential referee's report form has been passed to the selected referee for completion prior to the deadline. Applicants are responsible for ensuring that this referee's report is received by the Association.

Applications are considered and determined by the ATEM Awards and Grants Committee under delegated authority from the ATEM Council.

### **Criteria for Assessing Applications**

The following criteria are used to assess applications for the Study Scholarship.

- Academic merit.
- Potential for continuing professional advancement in tertiary education, as indicated by the confidential report of a professional referee.
- Relevance of course to the applicant's professional development.

The Awards and Grants Committee has the right to not award a Scholarship in any given year.

Where there is no award of a Peter Karmel International Travel Grant, the Awards and Grants Committee may elect to make more than one study scholarship available.

### **Reporting**

Successful applicants will be expected to provide to the ATEM Council a copy of their academic results for the year in which the Study Scholarship was provided.

## **3. IAN CHUBB CAREER DEVELOPMENT GRANT**

### **Guidelines for Applicants**

**This prestigious award is named for Ian Chubb AC, the third Patron of ATEM, Vice-Chancellor of Flinders University and the Australian National University.**

Ian Chubb Career Development Grant is designed to provide a unique opportunity for members to undertake an intensive period of professional development. ATEM expects that applicants will align the development program with ATEM's Capability Statement and impart their learning to members through contributing to the Association and its Strategic Directions

The value of the Grant is currently up to \$AUD 7,500.

### **Eligibility**

ATEM members of at least two years consecutive standing are eligible to apply for the Grant. It is expected that applicants would be at the stage of their career where the award of the Grant would enable them to enhance their career development and their professional standing.

### **Guidelines**

An individual can only ever receive one Grant.

The Grant can be used to support conference attendance and international travel.

The Grant must normally be taken within one calendar year of the Grant being made.

The Awards Committee has the right to not award the Grant in any given year.

### **Applications**

Applications should be submitted on the ATEM Awards and Scholarships application form which is available from the ATEM Secretariat ([atem1@bigpond.com](mailto:atem1@bigpond.com)) or from the ATEM website ([www.atem.edu.au](http://www.atem.edu.au)).

Applications should be as complete and comprehensive as possible. The Awards Committee does not normally conduct interviews or seek additional information, so it is important that applications are complete when submitted.

Applications are considered by the ATEM Awards and Grants Committee and noted by the Council.

### **Criteria for Assessing Applications**

The following criteria are used to assess applications for International Travel Grants.

- Membership of ATEM for at least two years.
- Institutional support for the applicant, demonstrated by a written statement from the applicant's manager, indicating the value of the Grant to the professional development of the individual.
- Professional presentation of application.
- How the grant will contribute to the applicant's career development. Applicants should make specific reference to the relevant components of ATEM's Capability Statement.
- How the applicant intends to impart their learning to ATEM members and contribute to the Association in the 12 months following receipt of the grant.

### **Reporting**

Successful applicants will be expected to prepare a written report for submission to the ATEM Council within three months of their return from their travel. This report will specify:

- itinerary of visits;
- contacts made;
- budget statement; and
- details of how successfully the grant contributed to the applicant's career development what the applicant will contribute to ATEM and its members going forward.

A copy of this report will be forwarded to the chief executive officer (Vice-Chancellor or equivalent) of the applicant's institution by the ATEM Secretariat.

Successful applicants will also be expected write an article for publication ATEM Matters.

The applicant may wish to prepare and submit a paper for the next regional and or Association Conference.

Reports to the ATEM Council are published on the ATEM web page.

## **ATEM Code of Conduct**

*(Adopted by Council in September 1997, modified in December 2007)*

### **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.

### **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; and
- ensure that their conduct reflects academic and educational best 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; and
- 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; and
- actively share their knowledge with other members of ATEM and with the sector in which they work..

## Corporate Membership

*(Adopted by Council in December 1999)*

### Rationale

The Association for Tertiary Education Management (ATEM) has a strategic goal to have a wide membership from the tertiary sector, with a special focus on leadership staff, management staff, and early career staff involved in tertiary education management. A second strategic goal is to achieve recognition of the profession of tertiary education administration and management as a critical activity to the success of tertiary institutions.

One important strategy is to establish a category of Corporate Membership for tertiary institutions, and to ensure a strong link between ATEM and all the institutions at a senior level.

### Corporate Membership

Corporate Membership of ATEM provides:

1. Automatic full membership of ATEM for the Chief Executive Officer (Vice-Chancellor or equivalent).
2. Full membership of ATEM for another four senior management staff nominated by the CEO. Since ATEM's core business is professional development, it encourages institutions to nominate as one of its corporate members, the director of human resources/organisational development or equivalent position responsible for professional development.

### Additional Benefits of Corporate Membership

Corporate Member Institutions will have the right to unlimited free space in the Job

Vacancies page on the ATEM Web Site. Non-corporate members pay \$100 per advertisement.

Corporate Members Institutions will have the right to free advertising for post-graduate management courses suitable for Tertiary Education Managers in the Education and Training pages of the ATEM web site.

In return for these rights and privileges of corporate membership, the institution will pay the annual Corporate Membership fee to the Secretariat of ATEM, and provide the names of the Chief executive Office (VC or equivalent) and the other four senior management staff to be registered with ATEM for that year. The fee will be determined annually by the ATEM Council and will provide membership of ATEM for the five, named senior managers.

### Administration

The President of ATEM will invite each CEO of tertiary institutions in Australia and New Zealand to accept Corporate Membership of ATEM annually in February.

Membership fees for Corporate Membership will be paid to the ATEM Secretariat.

The ATEM Secretariat will maintain a membership database of ATEM Corporate Members, including the names of the CEOs and their other nominated management staff. The Secretariat will also advise the relevant Region of all Corporate Members in their area, so that they can be included in all mailings about Region activities.

## Finance Manual

*(Adopted by Council on 14 February 2001 and modified in May 2005 and December 2008)*

(Under Review)

## Guide for New Office Bearers

*(Adopted by Council in September 2002, modified in December 2007)*

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 Executive Committee, as Regional Chair and therefore a member of Council, or as a member of the Association's Executive Committee.

### Regional Executive Committee Members

#### Regional Chairs /Members of ATEM Council

Regional Chairs are expected to attend ATEM Council meetings which occur in March, 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 9.00 or 10.00am to 4.00pm and cover a whole range of issues. Agendas and minutes are published electronically on the ATEM website Delete (in the 'Members Only' section), and you should print these documents from the website 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 the Council has input from Regions to inform its decision making.

### ATEM Executive Committee Members

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

### 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 shown below:

ATEM Constitutions [http://www.atem.org.au/members/policy\\_constitution.cfm](http://www.atem.org.au/members/policy_constitution.cfm) and [http://www.atem.org.au/members/policy\\_nzconstitution.cfm](http://www.atem.org.au/members/policy_nzconstitution.cfm)

Code of Conduct [http://www.atem.org.au/members/policy\\_code\\_of\\_conduct.cfm](http://www.atem.org.au/members/policy_code_of_conduct.cfm)

Corporate Membership [http://www.atem.org.au/members/policy\\_corporate\\_membership.cfm](http://www.atem.org.au/members/policy_corporate_membership.cfm)

Organisational Responsibilities [http://www.atem.org.au/members/policy\\_organisational\\_responsibilities.cfm](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](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](http://www.atem.org.au/conferences_annual_manual.cfm)

Awards and Grants Program [http://www.atem.org.au/members/policy\\_awards\\_grants.cfm](http://www.atem.org.au/members/policy_awards_grants.cfm)

Institutional Coordinators [http://www.atem.org.au/members/policy\\_coordinators.cfm](http://www.atem.org.au/members/policy_coordinators.cfm)

Membership Recruitment [http://www.atem.org.au/members/policy\\_membership\\_recruitment.cfm](http://www.atem.org.au/members/policy_membership_recruitment.cfm)

Professional Development Framework [http://www.atem.org.au/activities\\_pd\\_framework.cfm](http://www.atem.org.au/activities_pd_framework.cfm)

Strategic Directions Statement [http://www.atem.org.au/members/policy\\_strategic\\_plan.cfm](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](http://www.atem.edu.au/about_office_bearers.cfm)

Welcome to all new ATEM Officer Bearers.

ATEM President

## **Guideline for the Removal of an Elected Officer who has failed to Meet Statutory Obligations**

*(Adopted by Council on 29 September 2002)*

Disciplinary Powers are accorded to the ATEM Council under paragraph 6.2 of the ATEM Constitution.

This Guideline outlines examples of those breaches of duty and statutory obligations which may give rise to the President of ATEM being authorised to send a letter to the person breaching the rules, seeking an explanation as to why the Officer should not be removed from Office.

1. Failure of an Officer Bearer to appropriately discharge duties of their office as determined by the Council following an issue being drawn to Council's attention by a Region or Council itself.
2. Failure to issue invoices for goods or services within a month of the goods or services being delivered.
3. Failure to bank cheques within a month.
4. Failure to pay invoices that are not in dispute within a month.
5. Failure to prepare and submit statements required by the Australian Tax Office or the New Zealand Office of Internal Revenue in a timely manner.
6. Failure to present the accounts of the Council to an Annual General Meeting.
7. Failure to report adequately on other programs of the Council or Region at an Annual General Meeting.

## **Institutional Coordinators**

*(Adopted by Council in February 2003, modified December 2007)*

The Institutional Coordinator is a new role, based on similar roles that have existed in some regions and branches in the past. In ATEM's review of its future, the role of Institutional Coordinator has been established as a pivotal strategy in developing and maintaining ATEM's profile at the institutional level.

While members join ATEM, the Association, the focus of their work, and the focus of professional education and training is at the regional and institutional level. Regions need to have a strong presence at each institution to strengthen the link between local institutions and the region.

The Coordinator would have a number of responsibilities in the following areas, supported by the regional committee, the ATEM Secretariat and Council.

### **ATEM profile and marketing**

One of the key roles of the coordinator is to provide an institutional contact for ATEM and to actively promote ATEM activities and member benefits. This can involve:

- maintaining a stock of ATEM brochures for circulation within the institution;
- distributing professional education and training information within the institution; and
- assisting with the organisation of institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

### **Membership**

Whilst Institutional Coordinators are not expected to actively recruit ATEM members directly there are a number of activities which can assist and inform the Association about the views of members within a particular institution. Coordinators are therefore encouraged to engage with the membership thereby contributing to member satisfaction and engagement with the Association and its activities. This may involve:

- encouraging attendance at professional development activities and seeking out members who are regular non attendees; and
- keeping in contact with former members at the institution and inviting them to rejoin ATEM

### **Liaison**

- Liaising with the local Human Resources Department:
  - to seek approval to include ATEM brochures in new staff information packs or induction websites; and
  - to ensure there is a web link to ATEM on the HR web page (if the institution is a corporate member).
- Liaising with the local Finance Department to investigate the option of regular subscription deductions through internal payroll systems (including conference registrations).
- Liaising with the local Public Relations or Marketing Department to provide copy for stories about ATEM in local newsletters etc.

### **Reporting**

- Report on institutional activities to the Region for potential dissemination to other ATEM member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

The Coordinator may wish to co-opt volunteers to assist in the above functions, but the Coordinator will be the 'driving force' for that particular institution.

In exchange for being the Coordinator:

- The ATEM Secretariat will waive the annual membership for that person at the time of renewal provided that there are five or more ATEM members at the Institution;
- Each Coordinator will be acknowledged on the ATEM website (with a link to their email address);

Opportunities will be provided at the TEM Conference to give them the opportunity to share best practice and for ATEM to formally acknowledge their contribution and efforts eg. ATEM members' breakfast.

## **International Links**

*(Adopted by Council in May 1998, modified December 2007)*

### **Rationale**

The Association for Tertiary Education Management (ATEM) wishes to establish links with similar organisations in other countries and regions, in the interests of sharing experiences and knowledge of developments in the fields of tertiary education administration and management, and to develop cordial relationships with others working internationally in the management of higher education. In addition, ATEM is continuing to lead the development of the professional skills and standing of staff who work in management and administration in tertiary education in Australasia. ATEM, therefore, will develop written agreements with international organisations which have similar aims and objectives to those of ATEM. Agreements would offer linked organisations the opportunity to attend the annual ATEM conference, cover the automatic sharing of information and policies, encourage regular communication, and set in place opportunities to facilitate the short-term exchange or job placement of members, with reciprocal arrangements intended to formalise the links.

### **Organisations to be Approached**

ATEM will consider initiating formal agreements only with international organisations which have broadly similar aims and objectives to those of ATEM, and where ATEM Council can clearly see benefits to both parties in forming such a relationship. In particular, ATEM will endeavour to establish additional relationships with similar organisations in the Asia/Pacific regions during the next five years.

### **Contacts**

Initial contact will be made at Presidential level, with the details of formal relationships managed through the Associations' Secretariats, or by a representative nominated by the relevant President. All formal links will be ratified by ATEM Council prior to Presidential signing.

Once links have been established through formal Memorandum, the ATEM Secretariat will facilitate ongoing liaison and communication, and establish an appropriate database of all agreements.

## Agreements

The President of ATEM will approach organisations approved by the ATEM Council with formal, reciprocal Memoranda that clearly outline the term of the agreement, its aims, and the main areas of cooperation. These areas of cooperation will include the following:

- An annual invitation for one member from each organisation to attend the ATEM Annual Conference and for an ATEM representative to attend the equivalent conference of the partner organisation.
- The terms and conditions of such an invitation (which would normally be for the host organisation to provide the conference registration fee and accommodation package, and the attendee to provide the cost of travel).
- The inclusion of partner organisations on a mailing list for all relevant material developed by ATEM, including policy documents and the documents outlining strategic goals for ATEM.
- The inclusion of partner organisations in the publication of details of relevant requests for exchanges or short-term job placements received by the ATEM Secretariat.

## Membership Grades: Fellow

*(Adopted by Council on 27 August 2006, modified July 2009)*

The following committee is appointed to act under delegated authority on all applications for the grade of Fellow: The President, the two Vice-Presidents, and Executive Director (plus an ATEM Fellow should none of the officeholders be a Fellow). The Fellow is to be selected keeping in mind gender equity and representation issues.

## Membership Recruitment

*(Adopted by Council in May 2000, modified in December 2007)*

As members' fees are the main source of income for ATEM (the other being profits from training events and conferences) it is vital that all parts of ATEM give the highest priority to the job of recruiting new members and renewing existing members.

Membership recruitment is divided into the three membership types:

Individual Member – mainly a Regional function

Corporate Member – mainly an ATEM Secretariat function

Emeritus Member – a Regional and Secretariat function

### 1. Individual Members

With the appointment of Institutional Coordinators in each tertiary institution in a Region the job of membership recruitment will have a locus that it did not previously have. These people will drive the membership campaign and the renewal campaigns, working with the ATEM Secretariat and their Regional Secretary.

#### 1.1 Opportunity

Opportunities to recruit a member occur at training events, social events and conferences. Non-members at these events need to be made conspicuous, with a different coloured name tag, and given the Membership Recruitment Brochure and an application form.

Institutional Coordinators may also engineer opportunities at their own events, internal to their organisations, selecting people whom they know are not ATEM members for an invitation to join.

HR Directors need to be encouraged to include our Membership Recruitment Brochure and an application form in the starter kits for new staff.

Finally Posters are available from Branch Secretaries. These are to be given to Institutional Coordinators so that they can print their own contact details on the poster and display them on notice boards around the Administration, Faculty Offices, Library, IT Centre and other venues.

#### 1.2 Procedure

The prospective member should be invited to go to the ATEM Web Site and apply on the secure e-commerce form that is available there. From this point on the ATEM Secretariat will bank funds and complete the membership details including the giving of a User ID and Password to the new member.

Regions are encouraged to hold a function for new members around mid-year so that they can be welcomed into ATEM and questions can be answered.

## **2. Corporate Members**

In January/February each year the ATEM Secretariat sends out the following messages to CEOs of around 280 tertiary institutions in Australia and New Zealand:

- (a) invitations to renew for existing members
- (b) invitations to review the question of Corporate Membership to lapsing members
- (c) invitations to take out Corporate Membership to non-members.

The only role for Regions in this category of membership is:

- (a) to follow through with non-renewers after the ATEM Secretariat gives out lists of such members to Regional Secretaries.
- (b) welcome new members into the Branch at functions mentioned in 1.2 above.

The Corporate Members' web page is at [http://www.atem.org.au/join\\_here\\_corporate.cfm](http://www.atem.org.au/join_here_corporate.cfm)

## **3. Emeritus Members (The ATEM Ghosts)**

The Emeritus Members are members who have retired, or left the profession, but who want to continue their association with ATEM. The Emeritus Chapter is a Chapter of Council. But each Emeritus Member is enrolled in a Region so that they are aware of events that they can attend in their own town.

The Emeritus Members hold an Annual Lunch at the time of the Annual Conference, and they are available to assist Regions and the ATEM Secretariat with their work.

Recruiting these shy creatures can be done by Institutional Coordinators and Regional Secretaries when they become aware of an impending retirement. A prospective Emeritus Member is normally not required to enrol and give fees because they are already financial members. All that is needed is to advise the ATEM Secretariat that a certain member wishes to become an Emeritus Member and the apotheosis is then carried out centrally.

The Emeritus Members web page is at [http://www.atem.org.au/join\\_here\\_emeritus.cfm](http://www.atem.org.au/join_here_emeritus.cfm)

## **ORGANISATIONAL RESPONSIBILITIES**

*(Adopted by Council on 4 May 2002, modified in October 2003 and rewritten entirely in December 2007 and December 2008)*

The document is to provide a working reference to the organisation of ATEM, with the intention of clarifying roles and responsibilities. It should be read with reference to the Policy Documents available on the web with particular reference to the following.

ATEM Constitution/ATEM NZ Constitution

ATEM Strategic Plan

Conference Manual

ATEM Awards and Scholarships

Finance Manual

Institutional Coordinators

### **A. ATEM Regions**

1. The Association is organised into Regions whose role is to provide Professional Development for members of ATEM,

2. Each region is coordinated by a Regional Professional Development Committee (Regional Committee ) with some flexibility in the structure of the Committee. The Regional Committees will undertake the following roles and responsibilities.

- 2.1 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.

2.2 Facilitate networking among members in the region through activities such as breakfast or lunch functions, a regional conference and mentoring opportunities. (New paragraph)

2.3 Operate the region within the Association constitution, policies and strategic plan, and communicate ATEM policies, strategies and developments to region members.

2.4 Promote ATEM Scholarships and Awards to regional members, and make timely recommendations or nominations to the association on behalf of applicants or candidates

2.5 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.

2.6 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.

2.7 The Regional Chair will be a member of the ATEM Council, and (as a member of Council) encourage region members to be available as candidates for wider roles with the governance of ATEM.

2.8 The 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.

2.9 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 association secretariat.

2.10 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.

2.11 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.

2.12 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 the Council and the Professional Conference Organiser (PCO), using the protocols and guidelines as laid out in the Conference Manual.

## ***B. –ATEM Council and its Committees***

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

### **2. Council**

2.1 Manage ATEM as a Professional Association for its members in accordance with the Constitution, and manage any required development of the ATEM Constitution.

2.2 Directly manage the operation of the finances of ATEM, including the following:

- 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, and
- ensure compliance with all Australian and New Zealand statutory requirements for the operation of, and reporting on, the Association and its funds.

- 2.3 Ensure that sound communications exist between the Council and each Region, ensuring full and open consultation, timely and accurate dissemination of advice, and the provision of Regional member details.
- 2.4 Approve all Association policies and procedures, and ensure ATEM operates in accordance with the Strategic Plan and the agreed capital spending priorities.
- 2.5 Approve, and have and promulgated in an appropriate format, all ATEM codes and guidelines for the guidance of members and Regional Committees.
- 2.6 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.
- 2.7 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.
- 2.8 Provide the decision-making and leadership for the ongoing development of the 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.
- 2.9 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.)
- 2.10 Agree to and manage strong strategic alliances with like organisations, locally and internationally.
- 2.11 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.
- 2.12 Approve policy for the ATEM Website content and operation, and for all the publications of ATEM, particularly the *Journal of Higher Education Policy and Management*.
- 2.13 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.
- 2.14 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 the Council and its Committees.

## 5. 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 ATEM 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. President

- 6.1 Lead the review and on-going development of the Association's strategic plan.
- 6.2 Chair Executive and Council meetings and ensure the efficient operation of all committees and officers of the Association.
- 6.3 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.

- 6.4 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.
- 6.5 Obtain any legal advice for the Association as required.
- 6.6 Maintain contact with the Association Patron and liaise with the Patron on behalf of the Association.
- 6.7 Lead the consultation with governments on matters impacting on members, on behalf of ATEM members and branches. In New Zealand, this role may be delegated by Council to the Aotearoa Regional Executive.

## 7. Vice Presidents

The two Vice-Presidents may be each delegated responsibilities which they oversee on behalf of the President and the 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 Vice President roles can include:

- 7.1 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,
- 7.2 assist ATEM in developing strategic alliances with other relevant external organisations,
- 7.3 liaise, as required, with ATEM's key Corporate Members, to develop appropriate activities for the Corporate Members of the Association,
- 7.4 advise on developing the branding and marketing of the Association, including the development and maintenance of the ATEM web site,
- 7.5 chair the ATEM Awards and Grants Committee, and review the operation of scholarships, grants and ATEM Awards,
- 7.6 work with the contracted PCO to have oversight of and to and 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, and
- 7.7 chair the Financial Management Advisory Committee.

## 8 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:

- 8.1 Co-ordinate the preparation of agendas and minutes for Executive and Council meetings by the ATEM Secretariat, and ensure that follow-up action is completed.
- 8.2 Draft the Association Annual Report for submission to the Annual General Meeting.
- 8.3 Ensure there is appropriate editing of the Association Newsletter ("ATEM Matters"), and edit the Conference Manual.
- 8.4 In association with the Returning Officer oversee the Conduct of ATEM elections. Advise Council on the appropriate format for elections.

## 9 Association Treasurer

The 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.

- 9.1 The Treasurer will be part of the Financial Management Advisory Committee (FMAC), and will assist FMAC to advise on the financial affairs of the Association.
- 9.2 The Treasurer will ensure that budget arrangements for the TEM conferences are in accordance with the Conference Manual.

- 9.3 The Treasurer will recommend and implement financial delegations on behalf of Council.
- 9.4 The Treasurer will edit and maintain the Finance Manual in consultation with the ATEM Secretariat.

## 10 ATEM Councillors

The roles of the ATEM Councillors are all 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:

- 10.1 communicate with ATEM members (including ATEM Emeritus Chapter) and raise any issues with the President through the Executive and the Council,
- 10.2 ensure that the ATEM website 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,
- 10.3 prepare and run the Members Forum at TEM Conferences, and ensure that the outcomes of the Forum are considered by the Executive and Council,
- 10.4 review the Membership Brochure (Information Kit for New and Potential Members) on a regular basis to ensure it is serving the needs of Regions,
- 10.5 in consultation with the ATEM Secretariat, monitor the ATEM membership renewal process each year and report as necessary to Council,
- 10.6 in consultation with the Executive, advise on the operation of membership benefits and services,
- 10.7 work closely with the Institutional Coordinators who are ATEM's representatives closest to the membership,
- 10.7 recommend to Council on the need for, and the timing and content of a survey of members if the need so arises. Co-ordinate these surveys and report on findings to the Executive and Council, and
- 10.8 produce the Electronic Newsletter "ATEM Matters".
- 10.9 Assist in the work of the Professional Development Coordinator.

## 11 ATEM Secretariat

The ATEM Secretariat is contracted to the Association and reports to the President. It works closely with all members of the 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:

- 11.1 acting 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,
- 11.2 taking responsibility for Policy implementation and for the development of procedures as approved by the Council,
- 11.3 ensuring that Regions are kept informed of developments at the Association level,
- 11.4 assisting 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,
- 11.5 Acting as Minute secretary for meetings of Council and its Committees and working with the Association Secretary to produce agendas and background papers.
- 11.6 Assisting 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. Ensuring that all follow up action is completed as appropriate,
- 11.7 Maintaining an up-to-date record of all Council delegations,

- 11.8 Liaising with the providers of the ATEM web support and monitoring their ongoing effectiveness in Web site maintenance and development,
- 11.9 Maintaining an accurate and effective membership database and ensuring that it is being used consistently by the Regions of ATEM. Liaising as needed with the Regions to ensure the database meets the needs of the Association,
- 11.10 Providing support for the Association Secretary in the running of elections and referenda, in the preparation and operation of all ATEM meetings, and to ensuring compliance with all statutory obligations,
- 11.11 Assisting Council to establish links with similar positions in other professional associations and in consultation with the President and the nominated Vice President, assisting in developing and nurturing strong relationships with affiliated organizations approved by Council,
- 11.12 As a service function, acting as Company Secretary and providing support and advice to the ATEM Foundation, and
- 11.13 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.

## Staff Exchanges and Study Tours

*(Adopted by Council in September 1999 and modified December 2007)*

### 1 Background

The Association for Tertiary Education Management (ATEM) supports and assists managers and administrators working in tertiary education in Australia and New Zealand to develop their professional careers. As a professional association, ATEM assists its members to broaden their experiences and perspectives by facilitating staff exchanges and study tours within Australia and New Zealand, and through its relationship with professional associations in other countries.

### 2 Rationale

ATEM recognises that staff exchanges and study tours have advantages and benefits for ATEM members and their institutions, including:

- enhanced professional skills and knowledge and career development for individuals,
- potential for enhanced relationships between institutions involved, and
- personal benefits for participants, including increasing confidence and broadening horizons.

### 3 Types of Programs

While exact arrangements and details for staff exchanges and study tours will need to be negotiated between individuals and institutions, the following broad types or programs are possible.

#### 3.1 Staff Exchange

This program involves two individuals swapping jobs for a specified period of time. This type of arrangement takes some time to develop, since the two positions involved need to be similar enough in scope and responsibility to facilitate the exchange, and the people involved need to have similar backgrounds, skills and knowledge. It may be necessary to make arrangements in the institutions to reallocate particular duties, and usually requires full support from those institutions as a result.

This type of program is most beneficial if it runs for at least 12 months.

ATEM will circulate details of staff wishing to develop a staff exchange to its members, and facilitate communication between staff negotiating exchanges.

#### 3.2 Institutional Exchange

This program involves two participants swapping institutions but not specific positions or roles. This type of exchange requires agreement about formal reallocation of duties and responsibilities in both the local and host institutions.

ATEM is able to facilitate initial contact with institutions.

#### 3.3 Study Visit

Individual study visits are usually designed to investigate specific projects or areas or work in depth. The visit can be conducted within a single country or involve international institutions. Visits can be based in one institution or involve visits to a number of institutions.

ATEM offers the Peter Karmel International Travel Fellowship to support international study visits. The Maurie Blank Study Scholarship can support visits within Australasia.

### **3.4 Study Tour**

A study tour is designed to include visits to several institutions and organisations in a specific country, and is usually developed around a specific theme.

Many organisations and institutions organise study tours which ATEM members can join, but the cost may be prohibitive. There is nothing to prevent an ATEM member from designing their own study tour, and applying for an ATEM International Travel Grant to partially fund costs.

From time to time, ATEM may also organise its own study tours for members. This may be done in collaboration with our International Affiliate Organisations – see [http://www.atem.edu.au/activities\\_professional\\_links.cfm](http://www.atem.edu.au/activities_professional_links.cfm)

## **4 ATEM Support for Members**

ATEM is able to provide members seeking to develop a staff exchange or study tour assistance with initial contacts in institutions through its corporate members (note that one institution in Australia and two in New Zealand are not corporate members).

A fact sheet is available for members wishing to organise a staff exchange or study tour.

ATEM members who are considering a staff exchange or study tour should make initial contact with the ATEM Professional Development Coordinator in the ATEM Secretariat (email: [atem1@bigpond.com](mailto:atem1@bigpond.com)).

Members of international associations who wish to arrange a staff exchange or study tour in Australia and New Zealand can also make contact with ATEM to facilitate initial contact with members and institutions.

## **5 Review**

This policy will be reviewed two years from its date of approval by the ATEM Council.

## **6. Policy Procedures**

6.1 Each year, ATEM will write to Chief Executive Officers (CEOs) of all tertiary institutions in Australia and New Zealand reminding them of the facility provided by ATEM to promote and support staff exchanges and study tours, including the availability of funding support for ATEM members.

6.2 In particular, CEOs or corporate member institutions will be asked to support any applications for staff exchange or study tours, and to publicise the ATEM policy in their institutions.

6.3 ATEM will publicise the staff exchange and study tour policy, and provide advice and appropriate support to interested members. Non-members of ATEM will be advised that they will need to join the Association before being able to avail themselves of this support.

6.4 Members interested in staff exchanges or study tours will be encouraged to post their details and preferred destinations in the Staff Exchange and Study Tour group on the ATEM Network (<http://atempd.ning.com>). An email will be sent to all Network members advising them of the posting, and the ATEM Secretariat will advise relevant corporate members and international affiliates of the posting for their appropriate action.

6.5 The ATEM Secretariat will publish in the Staff Exchange and Study Tour group on the ATEM Network details of members of any international affiliate associations who wish to undertake a study tour or staff exchange to Australia or New Zealand.

6.6 A package of information about ATEM and its activities will be provided to all ATEM members going on a staff exchange or study tour (or international conference). This information can be used by the member to promote the activities of ATEM as is appropriate.

6.7 The ATEM Secretariat will develop a register of members who have undertaken a staff exchange program or study tour. These people will be available to advise members about to undertake a similar activity

## **Strategic Plan**

*(Adopted by Council on 28 September 2008)*

### **What ATEM Does**

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 managers 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 the careers of professional administrators and managers to enable them to have rewarding careers and contribute to the sector,
- building professionalism through relevant education and training, and recognising outstanding achievements in the sector,
- connecting people and groups across the sector to promote sharing of programs, knowledge and practice, and
- providing programs and resources for individuals and groups to better understand the tertiary education sector.

### **Our Stakeholders**

Our key stakeholders are our Members, tertiary education institutions, and the Public.

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 sector in Australia and New Zealand, we are in a unique position to connect people 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 the behalf of 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 2009-2011

Actions	Outcome	Accountability	Timeline	Budget
<b>1 Growing Careers</b>				
1.1 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.	PD Coordinator Councillors Regions		
1.2 Establish mentoring program for developing and middle managers and invite expressions of interest from membership in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.	PD Coordinator Councillors		
1.3 Revise the Maurie Blank Study Scholarship to create a new Career Development Award designed to assist members to develop and implement career plans.	The development of more structured career development across the sector.	Awards and Grants Committee	March 2009 Council Meeting	Current Study Scholarship budget
1.4 Scope and build a library of career development resources (clearinghouse approach)	ATEM is recognised in sector for quality of career development resources provided to the sector and for members.	PD Coordinator Councillors Regions		
1.5 Investigate possibility of running joint study tours with CHEMP and the LH Martin Institute..	Increased awareness of the sector in an international context	PD Coordinator		

Actions	Outcome	Accountability	Timeline	Budget
<b>2 Building Professionalism</b>				
2.1 Continue to build the Tertiary Education Management Conference as flagship training and networking event for ATEM.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	Designated Vice-President		
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	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	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.	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, and  2.5.3 building the role of Institutional Coordinators to ensure appropriate support and information is available to them.	ATEM's operations are efficient and professional, measured by feedback from members and institutions	Secretariat Councillors		

Actions	Outcome	Accountability	Timeline	Budget
<b>3 Connecting People and Groups</b>				
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.	President		
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.	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 <a href="#">ning</a> and <a href="#">facebook</a> ).	Structured 'sub-membership' opportunities within ATEM that recognise broad focus of ATEM yet allows for specialist connections.	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.	Secretariat		
3.5 Lead the development of cross-sector professional associations established at first meeting in 2007.	Collaboration with related professional development organisations and opening of dialogue for further collaboration.	President Vice-Presidents		
<b>4 Understanding the Sector</b>				

4.1 Build the Orientation to Tertiary Education Program as a flagship for ATEM.	High profile professional development that also raises the profile of ATEM to new staff within the sector.	Councillors PD Coordinator		
4.2 By continually monitoring education trends and developments globally, develop a clearinghouse of resources to support the career development of members, with some resources being publicly available via the ATEM website.	Resources are recognised in the sector for their quality and value.	Councillors Secretariat		
4.3 Develop a 'hot topics/leading thinkers' 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.	President PD Coordinator		
4.4 Review Reading List of the Classics for currency, and promote to membership and sector.	Key resource is recognised by the sector, and used in induction programs in institutions.	Secretariat		

## The ATEM Patron

*(adopted by Council in 24 May 2005)*

### 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 the present

### 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 8.2      Review of Governance**

### **Governance Self-Assessment - Summary of Responses**

During November 2009, an online governance self-assessment survey was completed by members of the ATEM Council. The survey was anonymous and the results were presented to the December Council meeting. All members were requested to consider the results and respond by indicating the one issue that stood out for them, with the summary to be reported at the March 2010 meeting.

Ten responses were received. Some responses strayed beyond the one key issue request; however the matters raised were quite consistent across respondents. The following were issues raised that were mentioned more than once:

#### **1.      Roles and Responsibilities**

The clear establishment of both Council and Secretariat roles and responsibilities was the most common concern, which has some overlap with issues of separation/independence of Council from the Secretariat. It has been suggested that the Organisational Responsibilities documentation covering roles of office bearers has evolved and needs review. A further suggestion is a concise matrix indicating roles and responsibilities, probably in dot point form. This would be of use in the next most common issue raised (below). It is suggested that the Executive Director follow up this item.

#### **2.      Induction for new Council Members**

The need to develop an induction program to assist new members learn about Council appears to be a high priority. Other issues relating to communication and understanding raised during the survey may also be partially/fully addressed by a considered set of induction materials. There is a 'Guide for New Office Bearers'; however this is more an introduction to the workings of the Association rather than Council specific. It may be appropriate to include formal documentation (e.g. Organisational Responsibilities; Code of Conduct) along with more informal advice as to how Council operates (from hours of meetings to the fact that dress is normally neat casual). It has been suggested Council should nominate someone to oversee the creation of the material for an induction 'pack'. Some of the formal material already exists; however pulling it together into a set of material would assist in the learning process. It was further suggested that an induction program may be web-based and completion could then be tracked. It is suggested that the Association Secretary follow up this item.

#### **3.      Compliance and Reporting**

Respondents to the survey were split on whether we do or don't meet our compliance requirements. It would appear to be a simple exercise to report upon the reality by creating an exhaustive list of legal, financial, regulatory and other obligations along with the deadlines required. Progress against these deadlines could then be reported (e.g. deadlines for financial reports and when they were submitted). It is suggested that the Treasurer assisted by members of the Secretariat compile a list of all such obligations and report back to the next Council meeting.

### **Additional Comments - Beyond the Survey**

It has been suggested that the relationship between the Council and Regional Committees is an area that requires attention, though not specifically part of the self-assessment survey. A query was also raised as to whether it would be appropriate to provide Regional Committees with a copy of these results. We probably need to decide the reasons for doing this - whether it is just being circulated for information or for a response, and if so, what would be the purpose of that feedback. It is likely that if Regions were to be surveyed regarding their impressions of Council and its effectiveness, there are a different set of questions to ask, including removal of questions relating to internal elements of Council's operations where they would have no knowledge.