

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

Minutes of a meeting of the ATEM Council held on Sunday 3 October, 2010 at 9.30 am in Meeting Room M15-M16 in the Crown Conference Centre Complex, South Bank, Melbourne.

**PRESENT**

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

**ATEM Secretariat**

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

**Observer**

Jane Kovacs	University of Tasmania
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**1. Welcome and Apologies**

There were no apologies

**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**

- (a) The Minutes of the meeting held on 25 June at Griffith University were confirmed.
- (b) The Flying Minute on the CSBA Partnership was noted.

**4. Business Arising from the Minutes**

The ATEM Council Action Sheet was discussed and updated. It is attached to these Minutes.

**5. Constitutional Changes**

**5.1 Vacation of Office**

Council noted that there is no current provision in the Constitution(s) for removal from office of members of regional committees, including Regional Chairs, or their Institutional Co-ordinators who fail to meet statutory obligations. There are already provisions in the Constitution(s) to deal with

other members of Council who fail to meet their statutory obligations. The proposed change to the constitution will remedy this oversight.

**Action: Council agreed to put the following changes to the AGM in April.**

(The new clauses are in red. Council also suggested that the rationale for the change be included in the AGM Agenda.)

#### **ATEM Constitution**

##### **(7) VACATION OF OFFICE**

(7.1) A person stops being an officer or member of the Council who resigns or otherwise ceases to be a member of the Association.

(7.2) Except in the case of a person holding office or membership of the Council by virtue of being a Regional Chair, the Council may remove a person from office or membership of the Council.

**(7.3) In the case of a person holding office or membership of the Regional Committee, the Council may remove a person from office or membership of the Regional Committee.**

(7.4) Except in the case of a Regional Chair, if a casual vacancy arises in the Council the remaining members of Council must appoint a member to fill the vacancy.

(7.5) If a casual vacancy arises in a Regional Committee or a position is unfilled by election, its remaining members must, appoint one of their number to fill the vacancy;

(7.6) A person filling a casual vacancy holds office until the end of the term of the person replaced.

#### **ATEM Aotearoa Constitution**

##### **(9) VACATION OF OFFICE**

9.1 A person stops being an officer or member of the Regional Committee who resigns or stops being a member of the Association.

9.2 Except in the case of the Chair, the Association Council may remove a person from office or membership of the Regional Committee.

**(9.3) In the case of a person holding office or membership of the Regional Committee, the Council may remove a person from office or membership of the Regional Committee.**

9.4 If a casual vacancy arises in the Regional Committee excepting that of the Chair or Immediate Past Chair, the remaining members of the Regional Committee must appoint a member to fill the vacancy.

9.5 A person filling a casual vacancy holds office until the end of the term of the person replaced.

## **5.2 Voting out of Session**

Council also considered item 8.5 (d) of the Constitution which governs voting out of session (flying minutes). It reads as follows:

*(d) A resolution in writing signed by two thirds of the members of the Council takes effect as if it had been passed at a meeting of the Council.*

**Action: It was agreed to put to the April AGM that the wording should be changed to the following**

*(d) A circular resolution agreed to by two thirds of the members of the Council takes effect as if it had been passed at a meeting of the Council. A failure to vote on a circular resolution shall be taken as an abstention.*

## **6. Future Directions**

**6.1 Generational Change** Council discussed at length two papers on generational change circulated by Jenny Martin on 2 September. These papers gave Council background to how Generation Y thinks and their expectations of their work places, tertiary education providers, and therefore also their professional association.

Many ideas were generated during the discussion. These are some of them.

1. ATEM should seek the involvement of the four student members of ATEM, and seek to reach out to more of them.
2. We note that the whole workforce is aging. One of the plusses there is that there is likely to be more Mentors for the ones who are starting off.
3. We don't actually know how many GenY members we have, but we will find out before the next meeting. We should also gather age demographic data in PD evaluations to track Gen Y uptake of PD offerings.
4. We note that GenY does not think long term and are interested in portability of their skills set rather than being in one particular position for the long term.
5. What we offer and provide for GenY should focus on membership association and building skills sets for portable and multiple careers.
6. The involvement of Gen Y could be on line, webinars, forums, etc.
7. Should we have a Youth Chapter called "Future ATEM", in the same way that we have an Emeritus Chapter which celebrates our past?
8. Should we adjust fees dramatically downwards for the youngest ones?
9. They will only come if it is relevant to their work – a message for PD planners.
10. Should we have a TEMC Stream on skill building?
11. The PD needs target skills formation as well as management.
12. There has to be a variety of clearly defined career pathways.
13. Should we survey the younger non-members assisted by Fuji-Xerox?

**Action: Council agreed to work on these concepts and discuss a report on progress from RC Jenny Martin at the next meeting.**

## **7. President's Report**

Council discussed the President's Report, which included the notice of resignation of the Executive Director at the end of the year; the relationship with the L H Martin Institute; the overview of membership trends, and the web site redevelopment.

**The following actions were agreed.**

- That Australian Federal Minister for Tertiary Education, Skills, Jobs and Workplace Relations, Hon Senator Chris Evans and New Zealand Minister for Tertiary Education, Hon Steven Joyce be given honorary membership of ATEM
- That the Aotearoa Region around Christchurch is in our thoughts following the devastating earthquakes of September 2010
- That the preferred option following the resignation of the Executive Director is as follows: Council approves the recruitment of an 0.8 Executive Director effective immediately. The existing Administration Officer position remains at 0.6. The role of Assistant Secretary would be discontinued in September 2011 and the duties of the Assistant Secretary to be allocated

to the Executive Director. Renewal of a 0.2 Assistant Treasurer would occur in September 2011. The net effect creates 1.6 staff positions in the central Secretariat

## **8. Professional Development**

The President introduced Maree Conway's Report, noting with pleasure that it had arrived three months earlier than the 2010 offerings and that it included 131 courses compared to 110 last year.

### **The following actions were agreed:**

- That the President lobby institutions to promote the value of professional development for staff, and to ensure funds were available in institutional budgets to support staff to attend programs.
- That the President request institutions to make rooms available for free or at a discounted rate for ATEM programs, but only at those institutions which do not already give this concession.
- That the review of PD in the sector be undertaken again in 2011, to update the results of the last survey and to assess ATEM's positioning in the sector after 2-3 years of work to position ATEM more effectively. The estimated cost is \$8,000 to \$10,000.
- That Council confirm that it is part of the Institutional Coordinator role, together with the Regional Chair, to build relationships with Human Resources (HR) and Organisational Development (OD) representatives at the local level.
- That Council will develop an ATEM network for professional development staff in HR and OD in institutions as a major priority in 2011.
- That the ATEM Capabilities Statement be reviewed by a working group to be chaired by VP Linda McLain McKellar comprising Regional Chairs, and then make an approach to relevant sector groups (eg Universities Aust, Universities NZ, AUSTAFE, DIISR) to endorse the capabilities.
- That suggested minimum satisfaction rates for ATEM programs be targeted as 4.5 for the course and 4.0 for the presenter, and that these targets be included in the strategic plan.
- That Council clarified the budget process around the use of regional profits at the regional level as part of the annual budgeting process, namely that regions could include new programs/initiatives in budgets to make use of profits made in a previous year. Council affirmed that the 10% overhead charge and the 10% surplus required in regional budgets is the same thing.

The recommendation that Council consider introduction of a standard half day and full day program fee be deferred until December.

## **9 Strategic Matters**

### **9.1 Strategic Priorities 2010-2012**

The statement of Strategic Priorities 2010-2012 was accepted.

### **9.2 Proposed ATEM KPI Framework**

Maree Conway's Report on the proposed KPI Framework was discussed and adopted and it was agreed that the Executive Director would use these principles to add KPIs to all five Strategic Priority areas.

**Action: ED to prepare KPIs for all Strategic Priority items for the December meeting.**

The following Strategic Principles were approved.

**Principle 1:** The Association, not Regions, has KPIs. Regional activity contributes to the achievement of Association KPIs.

**Principle 2:** KPIs should be developed to monitor achievement of the Association's strategic outcomes as defined in its strategic plan.

**Principle 3:** KPIs should be kept as simple as possible to enable ease of data collection and clear reporting to Council and stakeholders.

## **10. Membership**

### **10.1 Quarterly Report on Membership Statistics**

Neil Voyce's Report on membership statistics was noted.

### **10.2 Membership Recruitment**

Carl Rallings's Report was discussed. It was agreed that although the principle source of ATEM Income was PD activity, nevertheless the size of the ATEM membership was important for our standing in the sector. It was agreed that a sustained and well thought through membership drive was necessary.

The proposal to hire a consultant was approved and a maximum of \$15,000 was set aside for this development.

**Action: Carl Rallings was asked to report on progress at the December meeting.**

### **10.3 Corporate Membership**

Peter Scardoni's analysis of the Corporate Membership renewals was noted.

### **10.4 Members' Forum**

The General Councillors' report on the Members' Forum was adopted and Maddy McMaster and Terry Fulljames were thanked for their contribution to this project.

## **11. Conferences**

### **11.1 Joint Steering Committee Report**

Tony Heywood's Report from the Joint Steering Committee on TEMC were noted and adopted. The following items were approved:

- The proposed changes to the Conference Manual
- The location of future conferences to be 2016 New Zealand; 2017 Tropical Queensland/Northern Territory; 2018 Canberra ACT
- That the Local Organising Committee allocate the "free rooms" given by venues to the PCO; the Keynote Speakers (if required); the LOC members who do not live in the city where the TEMC is to be held; international visitors; and VIP Guests.

There was some discussion about changing the timing of the Conference Dinner to the middle of the conference so that people could save one night's accommodation. However, the temptation would then be created for people to leave early which would diminish the last half day. VP Tony Heywood was asked to take this issue to the Joint Steering Committee for discussion.

### **11.2 TEMC Reports**

**2010 Melbourne** Joanne Austin reported that a record number of 750 delegates had registered, the sponsorship of \$329800 was also a record. The President and Council congratulated the Local Organising Committee for its work.

**2011 Gold Coast** Bruce McCallum reported that the 2011 Conference “Riding the Waves” would be launched at the Conference and good progress was being made with the program and speakers. On the matter of motivational speakers, it was agreed that the Joint Steering Committee consider restricting them to one per conference.

**2012 Adelaide** Judy Szekeres reported that the theme would focus on the student experience. Venues for the Welcome Reception and the Conference Dinner were still being investigated.

**2013 Hobart** Joanne Austin reported that the Hotel Grand Chancellor would be the only suitable venue and it had been booked for 15-18 September.

**2014 Perth** Ken McCluskey reported that venues were being looked at but no decision has yet been made.

**2015 Wollongong** Jenny Martin reported that Wollongong had been agreed upon with the Conference Venue being the University of Wollongong. The Local Organising Committee had not yet been appointed, but it would need to work hard to resolve issues around transport, both to and from the airport and between Wollongong and its University. Costs would have to be kept low as they could impact negatively on registrations

### 11.3 Student Service Centres Conference

Maree Conway’s Report was noted.

### 11.4 International Conferences

Council noted the current situation shown below. It was also noted that there were no international visitors to TEMC 2010.

Affiliate	ATEM delegate	Affiliate’s Delegate to TEMC 2010
Association of University Administrators, 18-20 April, University of Nottingham	Carroll Graham (NSW/ACT)	
Association of Collegiate Registrars and Admissions Officers 13-16 March 2011, Seattle	Maddy McMaster (Bass)	
Association of Caribbean Heads of Educational Administration early July 2011	No nominations yet for 2011	
<i>Australian Financial Review</i> Conference TBA	No nominations yet	
Universities Australia Conference 2-4 March 2011, Canberra	Stephen Weller (Tropical)	

## 12. Partnerships

### 12.1 Partnership Principles

The proposed Partnership Principles were adopted.

**Action: Assistant Secretary to add these to the policy suite and Association Secretary to add this policy to the policy review register**

### 12.2 Update on Partnership Activities

Maree Conway reported on the following partnerships

- HES
- ARTA
- CSBA

DEEWR  
Fuji Xerox  
L H Martin Institute  
TEFMA

It was agreed that the New Zealand partnerships needed to be added to the list and that RC Kate Rawlings would provide the details.

**Action: RC Kate Rawlings to provide details to Assistant Secretary of potential partnerships from New Zealand**

### **13. Awards, Grants and Scholarships**

The Minutes of the Awards and Grants Committee were noted and the recommendations were adopted. The 2010 Awards were:

Ali Hughes	Meritorious Service Award
Peter Maywald	Certificate of Appreciation
Kaye Eldridge	Peter Karmel International Travel Grant
Deborah Elliott	Ian Chubb Career Development Grant
Carmel O'Regan	Maurie Blank Study Scholarship

### **14. Journal and Editing for the TEMC Refereed Stream**

Ian Dobson reported on the **Journal of Higher Education Policy and Management** which had inexplicably dropped one point in the international ranking of Journals. Six editions would be published in 2001. The L H Martin Institute continues to take an equal share in the Journal.

Ian Dobson reported on **Editing for the Refereed Stream in the TEMC**.

**Proposal 1** for peer review of papers submitted for the refereed stream was agreed. The approved rate was \$90 per paper reviewed in 2010, rising to \$120 in 2011 when a second reviewer would be appointed.

**Proposal 2** for style consistency for all papers accepted was agreed in principle and referred to the TEMC Joint Steering Committee. The suggested rate was \$50 per paper.

**Proposal 3** was to go back to about 2004, the beginning of TEMC, and produce an edited e-publication of the best practitioner papers. This is essentially an ATEM proposition paid for by ATEM, and there is no need to refer it to TEFMA. The proposal was approved up to a maximum of \$6,875.

The total estimated cost of all three proposals is less than \$12,000.

The President commended Ian Dobson for his work over many years.

Council approved Proposals 1 and 3 and noted that the TEMC Steering Committee had agreed to take responsibility for the cost of Proposal 1.

### **15. Finances**

Council agreed that the financial section of the Agenda needs to be moved to earlier in the agenda.

**Action: Association Secretary to move this item to the reports section of the agenda and that it should follow the Executive Director's report.**

#### **15.1. ATEM Quarterly Financial Report**

Council discussed the Treasurer's quarterly report. Council noted that income and expenditure were slightly better than expected and that members' equity stood at \$385, 957 at the end of June, which is \$28,100 up on the end of December balance.

### **15.2 ATEM Foundation Quarterly Report**

Council noted the Agenda for the Foundation Board meeting which was to be held immediately after the Council meeting. It noted that the Foundation was exceeding the ASX benchmarks as shown below.

#### **The Share Price Indices measure capital gain (loss) over the previous 12 months**

XAO	All Ordinaries Share Price Index	-3.39%
XJO	S&P ASX 200 Share Price Index	-4.12%
<b>ATEM</b>	<b>Total Capital Gain Share Price Index</b>	<b>+4.71%</b>

#### **The Accumulation Indices measure capital gain (loss) plus dividends over the previous 12 months**

XAO	All Ordinaries Accumulation Index	-0.22%
XJO	S&P ASX 200 Accumulation Index	-0.86%
<b>ATEM</b>	<b>Total Accumulation Index</b>	<b>+8.55%</b>

#### **Average Dividend Yield over the previous 12 months**

ASX	All Ordinaries Average Dividend Yield	+3.8%
<b>ATEM</b>	<b>Average Annual Dividend Yield</b>	<b>+6.97%</b>

Council commended the Foundation for achieving these excellent results.

## **16 Operational Issues**

### **16.1 Leadership Development Framework**

Council approved Linda McLain McKellar's Report and adopted it. The estimated cost for this project is \$25,000 and the project will be conducted in 2011.

### **16.2 Policy Documents and Induction Packs**

Council adopted all of the following policy documents and induction packs.

16.2.1 October Review of Policy Documents

16.2.2 Induction Package for New Councillors

16.2.3 Institutional Coordinators' Welcome Pack: adopted subject to a change in wording indicating that the IC's Portal in the new web site would be the responsibility of the two General Councillors. The General Councillors are to scope the new portal for the Executive Director to take to E7 for implementation.

### **16.3 Report on the new ATEM Website and Associated Issues**

Maree Conway demonstrated the new web site which was to go live at TEMC2010. Councillors were urged to go through the site and send suggestions for improvements to Maree Conway.

### **16.4 Secretariat Report**

Council noted a report from Maree Conway and adopted it, noting that there is a need to improve communications with the REOs concerning actions that Council wishes them to take, and a need to clarify the roles of RCs and REOs in the management and operation of Regional PD programs.

## 16.5 Reducing ATEM's Carbon Footprint

This Item was deferred to the December meeting.

## 17. Other Business

## 18 2011 Meeting Schedule

Council approved the following schedule of meetings, noting that the June meeting has been omitted which will deliver a saving on the budget.

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

GP 6/10/10

## ATEM Action Sheet from June & October 2010 meeting

Ordered by Role/Persons Responsible

No	Name	Action from June 2010 meeting	Minute #	Actioned by
1	GCs Maddy McMaster & Terry Fulljames	Online Courses. Part of working group to be established, chaired by one general councillor and including both general councillors, Jodie Davis, Lorraine Rinds, Ann-Marie Williams and any other interested members.	6.2.4	Progress report to Dec 2010
2	RCs – All, except for Western RC	RC's to conduct governance survey their region, based on the Council governance survey, and prepare a report to Council	8.4	June 2011 meeting
3	RC Anna-Marie Williams	Online Courses. Part of working group to be established, chaired by one general councillor and including both general councillors, Jodie Davis, Lorraine Rinds, Anna-Marie Williams and any other interested members.	6.2.4	Progress to be reported back to Dec 2010
4	RC Carl Rallings	Carl Rallings to prepare a draft policy on delegations and entitlements of councillors.	8.1	AS Davis to manage this process. For April 2011
5	RC Carl Rallings	Carl Rallings to form and chair a working group comprising of Regional Chairs and the ATEM Secretariat to produce a membership recruitment strategy consideration at the December 2010 Meeting.	6.4	Dec 2010 Meeting
6	RC Jenny Martin	Jenny Martin to prepare a draft policy on a regional conference manual and confirm members of this working party	8.1	March 2011
7	RC Judy Szekeres	PD fees, Action: RC Judy Szekeres to email Maree Conway with the specific details of problems with online payment of registration fees	6.2.3	asap
8	T Rex Jones	Rex Jones to provide a compliance and reporting schedule Aotearoa policy document to ATEM Secretariat.	8.3	Dec 2010 meeting
		<b>Action from October 2010 meeting</b>		
9	ATEM Secretariat - Conway	Implement actions concerning the PD Program	8	Dec 2010
10	ATEM Secretariat - Conway	Implement the KPIs across the five Strategic Priority Areas Implement KPIs for the ATEM Strategic Plan	9.2	Dec 2010
11	ATEM Secretariat - Conway	Improve communications with the REOs Clarify roles of RCs and REOs in the PD Programs	16.4	
12	ATEM Secretariat - Pickford	Prepare the recommended changes to the Constitution to be put to the April 2011 AGM	5.1 & 5.2	Immediate
13	ATEM Secretariat - Pickford	Invite Australian Ministers Evans and Garrett and NZ Minister Steven Joyce to take up Honorary Membership of ATEM	7	Before Dec 2010
14	ATEM Secretariat - Pickford	Organise April 2011 meeting in Adelaide	18	Jan 2011
15	ATEM Secretariat – Pickford & Heather Davis	Add Policy on Partnership Principles to Policy Suite – Pickford Add Policy to the Policy Review schedule	12.1	Dec 2010
16	ATEM Secretariat – Pickford & AS Heather Davis	Add the induction packs and Policy Documents to the TEM web site	16.2	Dec 2010
17	AS Heather Davis	AS Heather Davis to prepare a draft policy on delegations and entitlements of councillors with input from RC Carl Rallings		April 2011
18	P Stephen Weller	Implement option 2 of the options for remodelling the ATEM central Secretariat	7	Before Dec 2010
19	GCs Maddy McMaster & Terry Fulljames	Begin process to roll out IC welcome packages by early 2011. First job is to commission IC portal (16.2.2.2) by end of 2010. Then arrange for REOs to send welcome packages in early 2011	16.2.2	Report on progress at Dec 2011
20	VP Linda Mclain McKellar	Implement the Leadership Development Framework in 2011	16.1	April 2011
21	VP Tony Heywood	Implement the changes to the Conference Manual in collaboration with TEFMA	11.1	Dec 2010
22	RC Carl Rallings	Implement decisions concerning growing the ATEM Membership	10.2	Dec 2010
23	RC Jenny Martin	Prepare Position Paper on GenY from discussions	6	Dec 2010
24	RC Kate Rawlings	Provide ideas re potential partnerships in New Zealand	12.2	asap
25	Editor Ian Dobson	Implement the Refereed Stream proposals 1 and 3	14	Dec 2010

