

ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT
ABN 72 682 233 729

Minutes of a meeting of the ATEM Council on held on **Friday 29 April**, 2011 from 9.00 am to 2.30 pm in the Council Room of the University of South Australia, North Terrace, Adelaide

PRESENT

Stephen Weller	President
Tony Heywood	Vice-President
Rex Jones	Association Treasurer
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

Paul Abela	Executive Director
Giles Pickford	Assistant Secretary
Peter Scardoni	Assistant Treasurer

1. Welcome and Apologies

Council began with a Minute's Silence to recognise the tragedy that struck Christchurch on 22 February, which was followed by an update on the situation in Christchurch given by Kate Rawlings. Giles Pickford then read out an *Ode to Christchurch* written by himself and Tom Gregg, copy attached.

Apologies were received from Heather Davis and Linda McLain McKellar. Council noted Heather was writing up her Doctoral Thesis and that Linda was in the US caring for her mother.

The President welcomed Paul Abela to his first meeting, and welcomed Louise Seaman as an Observer from the Central Region. Louise is Chair of the Program Committee for the TEMC 2012 Conference to be held in Adelaide.

He congratulated Tony Heywood and Rex Jones on their re-election to Council for a further two-year term, and Kate Rawlings and Jenny Martin on their re-election as Regional Chairs. He congratulated Maddy McMaster on her election as the Regional Chair of Bass Region and Joanne Austin on her election as a General Councillor.

Finally the President noted that Barb Stubbs had resigned from the position of ATEM Administrative Officer and as REO Tropical Region in order to pursue her degree program. He stated that she will be sorely missed in both roles. Council resolved to thank Barb for her contribution and wish her well for the future.

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

Council noted that the fee rises passed at the last meeting were not minuted. The addition to the Minute will become part of the confirmed Minutes. The Minutes of the meeting held on Friday 10 December 2010 in the University of Technology, Sydney were then confirmed

4. Business Arising from the Minutes

Council discussed the attached Action Sheet and updated various actions. The amended Action Sheet is attached.

Action: ED

5. Future Directions

5.1 Generational Change

Council noted that Jenny Martin is in the process of gathering data. Some of it is from PD attendees, but most of it will come from the Membership Survey. The final report will be tabled at the December, 2011 meeting.

Action: Jenny Martin

6. Reports

6.1 President's Report

Council resolved to receive the President's Report. It noted in relation to the Patrons that both Professor Jane den Hollander (VC Deakin) and the Hon Steve Maharey (VC Massey) had accepted the invitation to become Patrons of ATEM. Council resolved to confirm these appointments and to invite both Patrons to the 2011 TEMC, the ATEM Breakfast, and to a session with the ATEM Council. They will also be invited to join the TEMC Panel Discussion scheduled for 11.00 am on the Tuesday.

Council noted that calls for expressions of interest in the position of Convenor of Ghosts had been circulated and that one had been received from Giles Pickford. Council resolved to appoint Giles Pickford to a further term ending in April 2014, and resolved to thank the Emeritus Chapter for its work in support of the ATEM Foundation in particular and for ATEM in general.

Action: ED

6.2 Treasurer's Report

The Treasurer's report was discussed. He stated that Council had recorded a deficit of \$155,000 in 2010, was planning a deficit of \$45,000 in 2011 and that it could not continue to do so for another year.

Whilst \$100,000 of the 2010 deficit had been planned to upgrade the website and \$40,000 of the \$45,000 deficit for 2011 was planned to fund the Professional Leaders Project (\$25K) and Membership Survey (\$15K), Council strongly endorsed the view that 2012 must feature a balanced budget with surpluses to be targeted in subsequent years.

The difference between budget and actual was made up of some cost over-runs in some expense areas such as conference expenses, meeting expenses and web development and maintenance and less than expected income from PD activities. The major contributor to the difference being the shortfall in PD income where the targeted return of 10% of gross income to support Council not achieved in most Regions.

There was much discussion about the inaccessibility of data on financial transactions which could be overcome once the imprest accounts for Bass and NSW/ACT were closed and all funds would be managed centrally.

There was approval for the Treasurer's recommendation that membership fees should rise in 2012 and that all PD Programs should generate a surplus of at least 10% of income to return to consolidated revenue. It was also agreed that the TEMC Organising Committees be informed that a 10% return on income must also be generated, with 5% being returned to ATEM and TEFMA equally.

Council noted that only Central and NSW/ACT had made acceptable surpluses, while Bass and Western had made small surpluses. SEQ/NR had returned a small deficit and Aotearoa and Tropical had returned large deficits.

Council finally resolved to accept the Balance Sheet and the Profit and Loss statement to 31 December 2010, and the budget for 2011, and publish them in the Annual Report for transmission to the AGM in May.

Action: ED, Treasurer and Assistant Treasurer

6.2.1 Finance Manual

Council discussed the draft Finance Manual and thanked Jenny Martin for her role on the drafting group. The following actions were agreed.

1. To search for a volunteer from the Secretariat who uses the current website CMS to review and edit Chapter 5 - The Content Management System;

Action: ED

2. To request Neil Voyce, REO Aotearoa, to review the whole document and to make sure it covers requirements in New Zealand (especially Appendix 2 and 3);

Action: REO Aotearoa

3. Peter Scardoni is to update the chart of accounts in Appendix 1 and current insurance, compliance and reporting requirements in Appendix 3 for the final document;

Action: Assistant Treasurer

4. The Council should review the legal requirements of directors on a NFP Board-see App 3;

Action ED

5. Membership fee increases and communication of these to the membership (especially those paying their membership via fortnightly payroll deduction) needs to be improved- Chapter 6

Action ED and Assistant Treasurer

6. It was agreed that payroll deduction by Institutions is going out of favour and that the future lay in direct debit. A coordinated plan to phase out of payroll deduction and bring in direct debit should be implemented.

Action ED and Assistant Treasurer

It was agreed that these actions be undertaken and any other consultation with REOs also be undertaken, as directed by Council. The aim is to have the Finance Manual finalised, checked by the ATEM Auditor and approved at the August Council meeting and then distributed to all region chairs, region executive officers/treasurers and committees, including training sessions for REOs in relation to their financial duties.

6.3 ATEM Foundation Tri-Annual Report

Council noted VP Tony Heywood's quarterly report on the ATEM Foundation. The Foundation's action in assisting with cash flow issues in 2010 was noted.

6.4 Executive Director's Report

6.4.1 TEQSA Response

Council noted the Response to TEQSA submitted by the Executive Director.

6.4.2 REO Reports

Council received the report of the Regional Executive Officers and agreed that they should be submitted tri-annually.

6.4.3 Marketing Reports

Council considered a detailed Marketing Report prepared by the Executive Director and approved the following recommendations:

Posters/flyers will be printed for every campus of our corporate members and ICs will be instructed to place them in high traffic areas frequented by professional staff, lunch rooms etc. The draft flyer was approved.

Action ED

ATEM should offer articles to *Campus Review*, the *Australian Higher Education supplement*, the *AFR* and *University World News*. The Executive Director will seek for a team of experts that are confident enough to respond to issues as they come up. For this to occur we need to set up a group from our membership who are willing to be the people the media rings for a comment on an issue on behalf of ATEM.

Action ED

The following concepts were all approved to be further explored and actioned by the ED:

1. Go viral through university sites. Make better use of *Linked In* to get our messages across and elevate the *Facebook* and *Twitter* sites to a more prominent place in the website. This links should be regularly advertised in *Weekend Update* and have better prominence on the website.
2. Through the IC's, we need to make an offer of a free Weekly Email Newsletter to all professional staff through the internal networks through the ICs. For this the person being targeted needs to sign on with emails etc. This will hopefully populate the "potential member" database.
3. Advertising on appropriate job websites such as Unijobs.com.au. This could be in making sure employers and employees hire ATEM members by choice.

Ads could be:

"Are you hiring an ATEM member?"

"Boost your chances of landing that job, join ATEM"

4. Research the possibility of having different corporate membership packages. Rather than 5 we need 15, 25, 50 members depending on the size of the institution. These could be purchased by the universities and given as rewards to staff who nominate themselves.
5. Make ATEM better known to employers by talking with and getting to know HR Directors.
6. One way to increase membership is to have a Member Awards Ceremony. We should have a competition for effective workers and awards which has a fundraising dinner. People need not be members of ATEM to enter. The more prestigious we can make it the better as this elevates us in the eyes of the workforce. (See 6.4.4 below)

Council agreed to form a Marketing Committee of marketing professionals and interested others, gathered from our membership, to go about implementing these recommendations and to give advice on how to promote PD, membership and the conference, as well as to oversee and assist in the Membership Needs Survey being conducted by Carl Rallings.

Action ED

6.4.4 Best Practice Awards Night Submission

Council approved the following recommendation:

The Awards and Grants Committee is to bring a full-fledged proposal for a Best Practice Awards night to the next Council meeting in August.

Action VP Linda McLain McKellar and ED

6.4.5 Lapel Pins

Council approved the design and colour of a lapel pin which will be silver for Members and Associate Fellows and gold for Fellows.

6.4.6 Meeting Software Proposal

Council approved the recommendation to go ahead with establishing a Skype Group and ask all those who wish to be on the group to have a Skype account.

Action ED

7. Strategic Matters

7.1 Proposed ATEM KPI Dashboard

The KPI Dashboard, prepared by the Executive Director was well received and extensively discussed and approved subject to the addition of KPIs for

- Financial Returns from PD and the TEMC and
- Outreach activities which can be derived from Google Analytics data on our readership of *Weekend Update* (currently 27%), *ATEM Matters*, and other outreach activities.

Action ED

7.2 Leadership Development Framework – a research project

VP Linda McLain McKellar's Leadership Development Survey was discussed. Council noted with pleasure that it had been supported by a \$10,000 grant from the L H Martin Institute. There was some comment that the survey had a higher education focus and therefore may not get a good response from the Polytechnics and private providers in Aotearoa.

The following recommendations were approved.

1. ATEM Council members agree to populate the matrix of institution contacts and emails to use in the survey by 15 May. This is a critical step and will ensure the success of the project.
2. Council members who are interested in testing the on line version of the survey to contact Linda McKellar.
3. Per December Council meeting, the steering committee will consider how the results of the survey will be a tool for the ATEM members to use in their professional development and to map against the ATEM Capability Framework. The results of this project will be used to inform the review and implementation of the Capability Framework.

Action VP Linda McLain McKellar

8. Membership

8.1 Membership Recruitment

Council noted that RC Carl Rallings (SEQId/NR) is leading a project to provide qualitative and quantitative research into ATEM membership. This research will investigate and explain the environment and challenging factors affecting membership, new membership and renewals, and provide strategic advice to ensure ATEM's membership is efficient and sustainable. The project will undertake a Member Needs Assessment Survey, interviews, provide feedback on membership analysis, and develop a new strategy for membership recruitment and renewal. The final report will be made in July 2011

The Membership Survey Form from RC Carl Rallings and Madeleine Love was noted

Action RC Carl Rallings

8.2 Tri-annual Report on Membership Statistics

Council noted and thanked Neil Voyce for his report on membership statistics as at 4 April 2011.

8.3 Corporate Membership: Tri-Annual Report

Council noted that:

- All invoices for 2011 have been sent out and payments are coming in. There have been no rejections.
- All institutions were advised of persons covered by the corporate membership and sent a form to update these if necessary.
- That process is working well and membership updates are coming in with the payments. These will be updated on the CMS.

Action Assistant Treasurer

9. Operational Matters

9.1 Policy Document Review Schedule

Council noted that the following policies are up for review in 2011:

- ATEM Constitutions (Aotearoa has already started its review of its Constitution)
- Code of Conduct
- International Links
- Membership Recruitment
- Staff Exchanges and Study Tours

The Code of Conduct and International Links were reviewed and approved by Council, subject to the mentions of quarterly meetings throughout being corrected to refer to tri-annual meetings

Action Association Secretary and ED

There was considerable discussion regarding the Induction Package for New Councillors and recognition that further work was required to articulate the role of Regional Chairs and explore further the issue of Delegations (see below). A subsequent version should return to the August Council.

Action Association Secretary and ED

Council resolved to conduct the Triennial Risk Assessment Exercise prior to the December meeting. The author of the risk assessment process, ATEM Ghost Chris Pepper, will be asked to assist.

Action ED

There were some reservations concerning the delegations to spend without prior approval from Council. It was agreed to refer this issue back to the Treasurer

Action Treasurer

Council agreed that the Organisational Responsibilities policy be deleted from the schedule because it has been absorbed into the Induction Package for New Councillors policy which will be reviewed annually.

Action Association Secretary

Council approved the updated 3-Year Policy Review Schedule.

Action Association Secretary

9.2 Professional Development Statistics

A report of statistics from professional development activities January – April, 2011 was noted.

9.3 Conferences

9.3.1 The TEM Conferences – Report of the Joint Steering Committee

VP Tony Heywood's report on the Joint Steering Committee meetings was noted with approval.

9.3.2 TEMC 2010 Final Report

The TEMC 2010 final report was discussed. The perennial problem of a bias towards Australia and Higher Education was raised by the RC Aotearoa. It was agreed to recommend to TEFMA that New Zealand Representatives from both ATEM and TEFMA need to be appointed to all Local Organising Committees as a standing practice and that if TEFMA agrees that the Conference Manual be amended accordingly.

The financial statements and the return to ATEM were discussed. There was disappointment expressed that net the return to ATEM was \$13,437.48 and this was after a payment of \$11,549.82 to cover expenses that occurred during the conference. These expenses included, board meetings, breakfasts, photocopying for the association, and accommodation. It was agreed that in future the target for returns should be at least 10% of gross income.

Action ED

9.3.3 TEMC 2011 Progress Report

Council noted with approval the progress report for TEMC 2011.

9.3.4 International Conferences

Council noted the current situation as shown below.

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

9.4 Institutional Coordinators

Council noted that the IC portal has been activated. A letter has gone to all Regional Chairs for the REOs to distribute to ICs. A notice has been published in the *Weekend Update* to seek a volunteer IC to oversee the forum but at this stage no-one has come forward

Action General Councillors and ED

9.5 Report from the ATEM Web Site Working Party

The Report of the Web Site Working Party was noted and generally approved. The Executive Director was asked to approach E7 on the question of costs. Council resolved to seek advice on who owns the intellectual property contained in the site. The Executive Director will pursue these issues and report back to Council when appropriate.

Action ED

9.6 Online Courses

Terry Fulljames gave a verbal report. Council noted that not a lot has been done yet on this project as Terry, Maddy, and Anna-Marie have been fully occupied with the IC Forum and other work. It was noted at the last meeting that online education is difficult and not cheap in the set-up stages. The report was noted.

Action General Councillors

9.7 The Governance Survey – Report from Aotearoa

Council noted Aotearoa's governance survey results. Doubts were expressed about the value of the survey because it is really a self assessment job which is part of governance: but governance is not one of the roles carried out by the Regional Committees. It was agreed that no further action is needed.

9.8 Revision of the ATEM Inc and ATEM Aotearoa Constitutions

A proposal to make changes and minor updates to the two Constitutions was discussed and approved. The changes will go to the AGMs in May.

Association Secretary and ED

9.9 Final Report from Susan Hudson

Council discussed the report from Susan Hudson on her visit to the UK as part of her Karmel International Travel Grant. Council resolved as follows:

1. That Susan Hudson be thanked for her report and requested to update the schedule of current terminology usage (Appendix One) with HR Directors.
2. That Council resolved to formally adopt the title of Professional Staff as the preferred nomenclature for use in the Australian Higher Education Sector and convey this to Universities Australia for adoption by UA, DEEWR and member universities.
3. That the Aotearoa Regional Committee be invited to consider the report and assess the appropriateness or otherwise of the use of Professional Staff in New Zealand

Action ED

9.10 Draft 2010 Annual Report

The final draft of the 2010 Annual Report was approved for transmission to the AGM in May. If the Auditor's signed Report is not available in time it will be distributed later.

Action ED

10. 2011 Meeting Schedule

Council has discussed the following schedule of meetings this year.

The following schedule of meetings was approved for the remainder of 2011.

It was noted that the dates of the 2012 TEMC will be needed at the next meeting for insertion into this schedule.

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

GP 13/5/11

Ode to Christchurch

Christchurch people for day after day
Have suffered shock and grief so bitter
For months they've been shaken like the prey
In the jaws of a grim predator

The Earth heaved and seethed like boiling water
It melted like butter in the sun
There was little unbroken in Bexley
Bromley or Sumner once the quake was done

Their lives can never be the same again
Uncertainty lies beneath the ground
The bonds between women, children and men
Are all that's left which are strong and sound

But like light from a far off beacon
The distant sweetness of hope is found
Christchurch was and will be again
New Zealand's most beautiful town

Giles Pickford and Tom Gregg
March 2011

The Action Sheet from the April 2011 meeting is in preparation.