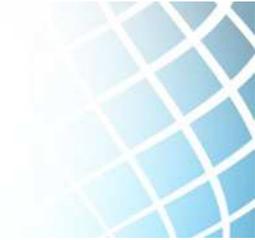




**ICED**  
INTERNATIONAL  
CONSORTIUM FOR  
EDUCATIONAL  
DEVELOPMENT



**International Consortium for Educational Development**

**Council Meeting**

**20<sup>th</sup> – 21<sup>st</sup> July 2012**

**Centara Grand & Bangkok Convention Centre, Bangkok, Thailand**

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**Minutes**

**Present**

**ICED Council Members:**

James Wisdom, SEDA, UK and ICED President  
Helen Guerin, AISHE, Ireland and ICED Vice-President  
Arshad Ahmad, STLHE, Canada and ICED Vice-President

Shelda Debowski, HERDSA, Australia  
Michele DiPietro, POD, USA  
Julie Hall, SEDA, UK  
Inez Hoejimaekers, LNO2, Belgium  
Matti Lappalainen, PEDAForum, Sweden  
Brenda Leibowitz, HELTASA, South Africa and IJAD Co-Editor  
Marianne Merkt, DGHD, Germany and ICED Board member  
Mart Noorma, ENED, Estonia  
Tamar Raz, IOCATHE, Israel  
Joan Rue Domingo, RED-U, Spain  
Hiroaki Sato, JAED, Japan  
Bundit Thipakorn, ThailandPOD, Thailand

**Council Members Representatives:**

Benno Volk, representing Michel Comte, SFDN, Switzerland  
Brenda Leibowitz, representing Matete Madiba, HELTASA, South Africa and IJAD Co-Editor  
Rijka de Jong, representing Paul Deneer, EHON, Netherlands

**ICED Officers:**

Kristine Mason O'Connor, ICED Treasurer, UK  
David Green, IJAD Co-Editor, USA  
Roz Grimmitt, ICED Administrator, UK

**2012 Conference Organisers:**

Arnuparp Lekhakula, ThaiPOD, Thailand  
Sudaporn Luksaneeyanawin, ThaiPOD, Thailand

## **Apologies:**

Michel Comte, SFDN, Switzerland  
Paul Deneer, EHON, Netherlands  
Ann-Sofie Henriksson, SwED-Net, Sweden  
Helge Stromso, UHped, Norway  
Kathryn Sutherland, IJAD Co-Editor, New Zealand  
Shrinika Weerakoon, SLAIHEE, Sri Lanka  
Gitte Wichmann-Hansen, DUN, Denmark  
Santosh Panda, NetSED, India  
Jasminka Ledic, UNIVERSITAS, Croatia  
Zenawi Zerihun, EQUIP, Ethiopia

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### **1. Minutes of the Council Meeting 2011**

The minutes were accepted as a true and accurate record of the meeting.

### **2. Governance and Constitution**

#### **2a. Annual Report 2011**

The 2011 report was received.

Comments/suggestions:

- Accuracy point: IJAD Co-Editor was the correct title rather than IJAD Editor
- Include a list of Council members
- It was not essential to publish it this year as it was not a full year.

The report was accepted.

## **2b. Annual Charity Reports**

A paper was received.

### **Reserves**

The reserves policy was designed to be sufficient to maintain the ICED administration for two years, and to support the organisation of two council meetings. This was thought to be approximately £10,000. Arshad explained that his organisation also included the capacity to organise a conference within the reserves. ICED had already budgeted for reserves of £5,000 so it would need to double that.

**Decision: the proposal to increase the reserves to £10,000 was approved.**

**Action: 'and this year that represents £10,000' to be added to the reserves policy.**

### **Audit**

The accounts needed to be inspected annually and the inspector should be appointed by the Council (not the Board). Keith Stephenson from the ACU had offered to do this.

**Decision: Keith Stephenson's offer to inspect the accounts annually was accepted.**

### **Risk**

Council identified the following risks to ICED:

- Instability in the financial model. ICED's dependency upon conference income was felt to be unstable as a conference could fail. IJAD royalties could fail due to loss of reputation through a hoax article, although this was not thought to be very likely due to the strong peer review process.
- ICED could lose its focus/purpose and hence lose members – it should continually ensure its relevance/importance. This was mitigated through the website for example, which clearly articulated the aims, objectives and activities of ICED.
- Risk of litigation, although this was not felt to be very likely.
- Accident/injury at an event (covered by other insurances).
- Administrative base – a two year agreement was always in place, perhaps this should be renewed every year to make it slightly more secure. Members wondered whether the administrative arrangement was sufficient in terms of time allocated.
- Failure of national networks would weaken ICED significantly, although it would be difficult for ICED to mitigate against this.
- 'Mission creep' - failure to meet the expectations of the community, lack of capacity to do everything that people wanted, people may develop expectations that ICED is unaware of.
- Remaining as it was – ICED needed to ensure that it moved on and expanded now that a stable administrative base had been established.
- Failure to take on a leadership role in the sector. This could be mitigated by forming partnerships with relevant bodies.
- Too much focus on Council – ICED needed to undertake other activities too.
- New governance model may not be capable of delivering – ICED needed to keep it under review.

**Action: the Board to consider the above ideas over the coming year.**

### **2c. Elections and Appointments**

A paper from Kristine was received. She asked Council to consider three points:

1. Should the nominator be named?

**Decision: Council agreed that this was not necessary.**

2. Should members' voting choices be made known?

**Council agreed that this was not necessary.**

3. Should the number of votes candidates receive be made known?

Discussion: Council felt that this should not be made public however, there was discussion about whether a candidate should be entitled to ask for this information. This could cause difficulties within the community, for example, if a candidate just missed. However, it was felt that candidates should have the right to know how many votes they had received, as it might encourage/discourage them from standing again. In some cases it could be reassuring for the successful candidate/runner up to know what level of support they had. It was suggested that reasons could be included with people's votes and this could be passed on to the candidates. The POD network always had a discussion about its candidates but this would be difficult for ICED as the candidates would not be so familiar. **Decision: It was agreed that candidates could ask for the number of votes received as well as feedback, and that the election committee should encourage feedback in the future.**

Kristine reported that James had been elected President for two more years, Arshad and Helen had been elected as Vice-Presidents and Marianne and Paul had been appointed as Board members. Congratulations were offered to all of these individuals.

### **3. Budgets and accounts**

#### **3a. Annual Accounts 2011 and 2012**

The 2011 accounts were received. James explained that there was a slight error in the document and that the third column should be ignored.

The accounts from 1<sup>st</sup> January to 28<sup>th</sup> June 2012 were received. They were showing £38,914 in the bank at 28<sup>th</sup> June 2012. The accounts contained a new line for membership subscriptions and some further membership subscriptions had been received since 28<sup>th</sup> June 2012. The legal costs of becoming a charity had been quite high, but it was expected that these expenses would be a one-off and that ICED would not have any more legal costs. In addition the line for HERDSA contribution would disappear as this was also a one-off.

The accounts were accepted. Council was very pleased to see that the accounts looked so robust.

#### **3b. 2012 – 2015 Budget**

A budget document was received. The income for the Bangkok conference had been revised down from the initial expectation of £20,000, due to the reduced number of registrations. The current figure was the 10% levy only and did not include any additional surplus. The £17,000 estimate for the Sweden conference was an average of the surpluses for the past three conferences, and was quite high due to fact that the Utah conference had done exceptionally well financially. Members wondered whether the Utah conference figures should be dropped from future budget projections as it was skewing the figures. It was agreed that the current estimates were probably a little unrealistic and that ICED should be more conservative. It was suggested that there be a separate line

for conference levy and conference surplus in the future. The key point to note was that the budget projections were very reliant on conference income. In addition the revised reserves policy and expected rise in IJAD editors' expenses would stretch it further. It was felt that ICED should investigate other sources of income in order to mitigate this risk. Now that it had charitable status, ICED should start investigating how to secure outside funding. James' preference was that ICED should avoid budgeting on anticipation but on what it held. Obviously the more activities ICED engaged in, the more administration would be required. Hence it would be important to build administration costs into any future projects. The idea was that the budget document would act as a guidance document rather than strict instructions on how to act.

**Decisions: the estimate for the Sweden conference should be dropped to £10,000; 'Funding projects' to be removed from 2012 and reduced to £2,500 for 2014; 'Sponsorship of study tours' to be removed; 'Sponsorship to observe ICED Council meetings' to be reduced to £500; 'Sponsorship for experienced educational developers' to be removed; 'IJAD editors' expenses' to be raised to £2,500; ICED web development to be removed for 2012, 2013 and 2015.**

**Action: the budget document to be updated.**

The Thai conference had about 300 registrations, some of which were subsidised delegates from ThaiPod. However, it was noted that this would help ICED to meet its aims of reaching out to new people. It was suggested that if ICED was so dependent on conferences then perhaps it should hold an annual conference. The Network hadn't been strong enough to do this in the early days but perhaps it could consider an annual conference now. Alternatively a Consortium event could take place in alternate years and focus on encouraging educational development in the host country or there could be more regular, regional events. The Board and Council could be responsible for organising such events to take the pressure off a host organisation. Previously, ICED had not had an administrative base and was therefore dependent on host organisations. ACU had a lot of experience of organising international conferences from London, so perhaps a model similar to theirs could be used in the future. STLHE often piggy backed their events onto others, ICED could perhaps do this too, although this may not be viable long term as ICED needed to develop its own events and activities. Electronic means of communication, e.g. online conferences and webinars, should be explored further, to keep costs down. With 22 member networks, ICED had a huge reach.

### **3c. Subscriptions Process**

Kristine gave a verbal report on membership subscriptions and all the networks were encouraged to pay their subscriptions as soon as possible. It was suggested that if a network had not paid then it shouldn't be allowed to vote/be a legitimate member of Council. At the moment the entitlement to vote was based on whether an organisation simply existed or not, so this new measure may be too harsh. Some networks, for example the Indian one, were still very informal so in some cases subscriptions could be waived. If a waiver was not agreed, then perhaps there should be some kind of threat to encourage people to pay. It was felt that a more efficient reminder system was needed. It was suggested that the subscription request come closer to the Council meeting as this would make it easier for certain networks to pay, because it would appear more like a meeting/conference fee. HERDSA's subscription payment had been waived against the donation it had made a couple of years ago. Shelda requested that it be waived for two more years.

**Decision: It was agreed that HERDSA's subscription could be waived for two further years.**

## **4. Conferences and Council Meetings**

### **4a. 2012 Conference Thailand**

150 papers had been accepted, there would be three keynote speakers and nine forum sessions. The programme of parallel sessions was available on the website. Sudaporn asked ICED Council members to help with chairing sessions where necessary. The pre-conference workshops did not have many bookings so it was hoped that Council members and other presenters could attend each other's workshops. In addition there should be some strong marketing/promotion of these sessions at the registration desk to encourage people to attend. The organisers were thanked for all their hard work.

### **4b. 2013 Council Meeting, Japan**

A paper from Hiro was received. The meeting would be from 12<sup>th</sup> - 13<sup>th</sup> July 2013. It would include a symposium in the afternoon of the second day about certificates of teaching in HE. There would be a tour of Kyoto on the third day and a possible symposium in Tokyo on the fourth day. There would be a big festival taking place during this period so hotel accommodation would be difficult to find, but there was accommodation available on the university campus, and Hiro had reserved 20 rooms. Hiro and Kristine were discussing how to mark ICED's 20<sup>th</sup> anniversary. They were thinking about a publication plus interviews with important personalities in ICED's history. The plan was to have a birthday party following the symposium in Kyoto. July would probably be difficult for the Nordic countries as July was their summer holiday time.

Comments/discussion:

- The symposium participants would probably be invited.
- Theme: building capable university teachers for the future/developing professional teachers might generate richer discussion rather than focussing on certificates.
- The idea behind the Tokyo symposium was to attract the policy makers based in Tokyo. This was still under discussion. It was likely that just one or two members of ICED, e.g. the President and Vice-President, would be invited.
- Hiro was thanked for his efforts.

### **4c. 2014 Conference, Sweden**

SwedNet had asked Klara to be the conference organiser but she had not been able to attend this meeting, neither had Ann-Sofie, the Swedish ICED representative.

Dates:

- Conference: 16th -18th June 2014
- Council meeting: 13th – 14th June
- Pre-Conference workshops: 15th June

Title: 'Educational development in a changing world'.

Location: Stockholm.

**Action: the Board to follow things up with Klara and SwedNet.**

### **4d. 2015 Council meeting**

A call for expressions of interest had been sent out but no-one had responded. Australia/New Zealand were interested but it was felt that since there had been a conference in 2002 it might be too soon. They would be most interested in hosting a conference as the travel costs would be high for just a Council meeting. It was suggested that ICED didn't simply reply on expressions of interest but chose a continent/region for each year. However, ICED may not have the capacity to do this. The idea behind going to different countries was to help develop educational development in those places, although this hadn't always happened. Members wondered how much pressure there was

on the organiser and what the cost implications were. The idea was that it would be cost neutral as delegates paid for their own travel and accommodation as well as the meeting expenses. Estonia offered to host it but it was felt that it was too close to the Sweden conference the year before. Arshad offered to host it in Canada (Montreal, Toronto or Vancouver).

**Decision: Council accepted the offer from STLHE, Canada.**

#### **4e. 2016 Conference**

Two bids had been received:

POD, Atlanta, USA: Michele explained that he had a passion for organising conferences and had been very successful in organising them in the past, both in terms of content and finances. An event in the USA would bring in lots of US delegates and Atlanta was a good hub for foreign delegates to come to. He had access to great staff with lots of conference organising experience. The hotel had been used by POD before and was very well connected with downtown.

HELTASA, Cape Town or Pretoria, South Africa: this was a good time for HELTASA, it been a member of ICED for a while and had stabilised as an organisation. It would really benefit the South Africans to have international conversations and it would benefit neighbouring countries, in terms of helping them to become more visible on the international scene.

It would be important that the event would generate a surplus for ICED. How could this be guaranteed? Could local attendees be guaranteed?

- HELTASA funded its activities through events and this had always worked. It was likely that fewer overseas people would come due to it being in South Africa and the surplus might be affected by exchange rates. Hence it might not do so well surplus-wise. But HELTASA could look at finding sponsorship too.
- Michele felt that he could find sponsorship. Michele chaired the POD conference in Portland which achieved record attendance and surplus. The historically black universities network could benefit as Atlanta was a hub for this population.

**Decision: HELTASA, South Africa. It was left to HELTASA to decide on the most appropriate time of year and location.**

#### **4f. Conference Financial Arrangements**

A paper from Kristine was received. Members wondered what happened in the event of a deficit. Currently the host organisation bore any deficit entirely and this was written into the conference guidelines document. There was discussion about whether the 50:50 split was fair as the 10% levy meant that ICED was getting more anyway. All of the networks were not for profit and so shouldn't be aiming to make profits. Any surpluses generated would be reinvested back into the networks and would help to reinforce them. The idea was to get a policy in place so it would be clear for future event organisers. It was unlikely that ICED would get the huge surpluses of the likes of Utah again, but its conferences would be better organised, as the 50:50 split acted as an incentive. Members wondered what would happen if a conference made a loss and the host couldn't even pay the 10% levy. It would be very difficult for a network to pay this, but in theory they should still pay it. Sudaporn explained how difficult it had been to reach the delegate numbers required. They had been overambitious in planning for 500 delegates. The Thai organisers were comfortable with a 50:50 split plus a 10% levy. The conference guidelines were such that there shouldn't be losses if they were followed properly. Host organisations needed to be very clear upfront about budgeting, for example Council could have advised earlier on that the 500 target was too ambitious. The Board should probably be more involved in conference planning in the future.

**Decision: the following policy proposal was approved:**

**'ICED will receive 10% of delegate registration fees and half of the surplus funds arising from its biennial international conference'.**

#### **5. ICED Support for Educational Development in Southern Africa**

A paper from David Gosling was received. It was felt that ICED now needed to start doing some of the things it had said it would do to support developing networks. It could be that other organisations were already doing this kind of work so it would be important to avoid repeating work and to operate through partnerships with other organisations, for example Academics without Borders. It would probably be necessary to commission someone else to do the work as it was most likely beyond ICED's current scope. HELTASA's AGM would be in December so they could consider a proposal then, perhaps someone from within HELTASA could do the work or maybe David himself. Perhaps ICED could use former talent (former members of ICED) who might be willing to work for less than market rate. SEDA had to put calls for this type of work out to the public in order to be transparent, which meant that sometimes the people who created the work lost it. This paper was separate from the conference bid from HELTASA, this kind of work could proceed whether or not there was a conference in South Africa. Members wondered about whether ICED should consider other regions. This paper could be seen as an example of how ICED might implement its objectives more broadly, it could also apply to China or Latin America for example. This paper had arisen by chance, through contact between David and James, and it was felt that ICED should respond. This was felt to be a more sensitive way to approach it than ICED forming its own plan of what is needed where. Arshad thought that ICED should approach Academics without Borders regarding working together. In addition Irish Aid might be able to help.

**Decision: Council agreed that the ideas in the paper should be progressed.**

**Action: the Board to develop the ideas in the paper by identifying sources of seed corn funding and writing a job description for someone to do the work.**

#### **6. IJAD report**

A report from the Co-Editors was received. The main points were summarised as follows:

- The editorial team had expanded to four co-editors.
- The Co-Editors had submitted an application for IJAD to appear in the SSCI. This could take two years.
- An article in the 'Review of Educational Research' on educational research showed that IJAD was top, indicating that it was on the right track.
- The Scholar One system was now in place. From the back end it was quite clunky, counter-intuitive and unfriendly. But Taylor and Francis had been very helpful with the implementation. It was not easy to learn how to use as the journal only takes six articles per issue and it was also difficult for guest editors to learn the system. The Co-Editors would come up with a proposal for dealing with this.
- Opinion pieces and research notes were now being encouraged.

#### **Copy flow/rejection rate**

The copy flow was now very high and there was a big back-log. It was agreed that this was a good problem to have as it showed that educational development had become more scholarly in general. The move to four issues per year would help with the backlog but the Co-Editors needed to come up with another proposal to deal with it, for example more issues/more pages. The high copy flow was good news but a huge back-log with a long wait was not desirable. Ifirst helped as people could say that they had been published before the paper version was published. However, Ifirst was only available if an institution had a subscription, so there was still a delay having articles being read by the general public.

The rejection rate was 27% and perhaps this was not high enough, but IJAD was a very developmental journal so the editorial team tended to try to help improve an article if the idea was good. Should the editors start to reject outright or continue being developmental? This presented a conflict of values: i.e. the desire to be a world class journal and the desire to offer writers a developmental opportunity. The rejection rate should be about one third. Studies in HE had a 70% rejection rate. The more rejection there was the more competition there was. SRHE received around £100,000 per year in royalties from Studies in HE.

The calibre of research had improved across the sector so perhaps IJAD needed to become stricter with its reviewers and to make sure that they were at the right standard. The role had been used to give reviewers experience, and this was evidence that ICED was actively improving/developing people, e.g. the list of reviewers had been very helpful in ICED's application for charitable status. Perhaps there could be an intermediary, e.g. a magazine or online articles. SEDA and STLHE had a second publication for a different category of articles. But SEDA's Educational Developments magazine was getting more scholarly, with more long articles with lots of references. It looked like ICED would have to develop some kind of alternative publication, managed by the IJAD editorial team and the Co-Editors were invited to consider this. David stressed that it would be an ongoing problem as it was not quickly solvable. It was suggested that a third journal for young academics was necessary as it would give them an opportunity to publish, which they couldn't always do in their own country. Perhaps articles could be pushed back from IJAD to the national networks and they could do more of the developmental work.

#### **Actions:**

- **IJAD Co-Editors to debate the copy-flow/rejection rate/alternative publication issues on Skype/email over the next few months.**
- **IJAD Co-Editors to put together a think piece paper on the above issue.**
- **Committee members to send ideas to David.**
- **The Co-Editors to identify reviewers with statistical skills.**
- **The Co-Editors to review the reviewers' key words.**

#### **Recommendations:**

1. That ICED's member networks continue to encourage their own members to ensure institutional subscriptions to the journal as a long-term strategy for sustainability. **AGREED.**
2. That both a pre-conference workshop and conference session on 'Publishing in IJAD' be included automatically in every ICED conference program without the need to go through the review process. (This will also enable us to demonstrate to the Charities Commission that we truly are a developmental organization.) For ICED 2012, we have not managed to secure a session during the regular conference, only a pre-conference session; at ICED 2010, the conference session was not during a regular timeslot in the programme, therefore affecting attendance. We request that the session during the conference be timed either directly before or directly after a keynote speech and in a regular parallel session timeslot. **AGREED.**
3. That ICED's member network representatives promote the journal to their networks through conferences, newsletters and email lists, etc. and draw attention to the special offer to ICED members. Such promotions are also an effective way to increase contributions to the journal. **AGREED. THE BOARD TO HELP AND COUNCIL MEMBERS TO REPORT ON THEIR ACTIVITIES EACH YEAR.**
4. That ICED member organizations encourage Taylor & Francis to send IJAD promotional materials to their national conferences to raise the journal's profile. **AGREED. BUT TAYLOR AND FRANCIS WERE REACTIVE SO ICED NEEDED TO MAKE CONTACT WITH THEM.**

5. That, given the significant increase in revenue over the last three years, the increase in the size of the editorial team and the increase in frequency of publication, support for the editorial team's expenses be increased to £2500. **AGREED AND AN EXTRA £750 WAS AGREED FOR THE REST OF 2012.**

## **7. Membership of ICED**

### **7a. Becoming a Member of ICED**

A paper was received. Members wondered if it mattered whether a network was not national and if something should be added about cross national networks. The constitution had been based on the idea of national networks and it would not be possible to go back and change this now. The idea behind this is that if cross-national networks were admitted then it could increase the representation of the countries also represented by a national network. It was acceptable to have non-voting observers at meetings and additional members could be co-opted. The constitution had been designed to create equity between nations. Some networks had members from countries other than the main one, for example the German network had Swiss members, but the idea is that this network represents Germany. The document was accepted.

**Action: Roz to put the 'Becoming a member of ICED' document on the website.**

### **7b. Associate Memberships and Partnerships**

A paper was received. It seemed that the partnership model was the way forward. Associates or partners would not have control over the direction of ICED and would not attend Council. Arshad suggested that ICED might partner with CEEMAN in the future. STLHE had a Memorandum of Understanding with CEEMAN, which had helped it to become a bit more internationally focused. STLHE had six to eight partners/sponsors, for example 3M Canada, who sponsored their awards. It was possible that similar organisations might want to sponsor ICED. It would be important that any sponsors were not given too much influence or control over ICED.

**Action: the Board to work on the partnerships model.**

### **7c. Application from Saudi Arabia to join ICED**

This application was discussed but Council did not feel that there was sufficient evidence that the network was fully in existence to be able to admit it as a member. They had already been invited to attend Council as observers but had not been able to attend on both occasions. Members wondered whether it could be admitted as an emerging network or associate member until it becomes a fully functioning network.

**Action: James to request further information from Mohammed Alsudairi and to invite him to observe a meeting again.**

## **8. International Trends in Higher Education Development**

A paper from Denis Berthiaume was received. Denis was going to attend the IMHE Conference on behalf of ICED and it was hoped that he could become a kind of ambassador to UNESCO/OECD etc. Organisations like IMHE may be in difficulties so perhaps ICED could step into their place. Julie had been to a conference in Europe recently and had heard a lot of talk along the lines of Denis' paper and also many of the delegates wanted to know where to go to talk about teaching and learning. It seemed there was a lot of European funding available. There would be a world congress series: October 2013, Montreal, November 2012, Puerto Rico plus another one (Julie to email it to Roz).\* ICED should stick to what it knew and avoid governmental issues if possible, as it mustn't become a 'stooge of the state'. Perhaps ICED should put on an event, the 'Davos of education', so these

conversations could take place on a global scale. ICED should think about whether it could make some kind of public statement on this. Membership of ICED was growing very gradually and there were now about 22 members, compared with around 14/15 in Sheffield in 2006. ICED still needed a paper on induction process for new members.

**Action: induction of new members to be taken up by the board.**

\* Email subsequently received from Julie, 20/07/2012:

*Here are the conferences I mentioned in relation to Denis berthiaume's paper:*

*There are some important global events coming up and I suggest ICED should be involved and represented. Although these are general HE events more and more we are seeing teaching and learning themes and I have received requests for seda to be involved when I think ICED should perhaps be the organisation which is approached especially in relation to teaching and learning*

*World congress on access to higher education Montreal 2013 [http://www.ean-edu.org/index.php?option=com\\_content&view=article&id=205&Itemid=91](http://www.ean-edu.org/index.php?option=com_content&view=article&id=205&Itemid=91)*

*European universities association conferences particularly ALFA PUENTES Nov 12 <http://www.eua.be/events/upcoming.aspx>*

**9. Other business**

**Website:** Helen felt that there should be resources available for member networks. James explained that this was an anticipated page and had not been populated yet. Its contents depended on what people could contribute.

**SIGs:** there was nothing to report from Santina's group. The qualifications group had had some exchanges but hadn't really been able to come together since the last meeting.

**Spirit of ICED:** a paper was received. James explained that ICED was not obliged to award it annually. It was agreed that decisions be made at Council meetings and awards given at conferences. It was felt that inviting winners to be keynote speakers tied the conference organisers too tightly and hence this idea was dropped. The proposals in the paper were **accepted**.

**10. Academic and Conferences Calendar, June and July**

**June**

- Week 1** Exams in various countries
- Week 2** Exams in various countries
- Week 3** STLHE Conference
- Week 4** Nordic Midsummer's day - either 23<sup>rd</sup>, 24<sup>th</sup> or the Friday or Saturday of that week.
- Week 5** POD Conference , HERDSA Conference

**July**

- Week 1** POD Conference , HERDSA Conference . The whole of July is popular in Nordic countries for holidays
- Week 2**
- Week 3**
- Week 4** More likely to be holidays in Germany and Holland
- Week 5** More likely to be holidays in Germany and Holland

**11. Sharing experience**

As the Minutes of the 2011 Council had now been accepted, it was agreed to move them to the public section of the web site.

It was agreed to put the 2011 network reports on the public section of the web site

**12. Strategic planning**

Council members discussed ideas for future developments in four groups and what follows is a summary of the suggestions from each group.

#### Group 1:

- Publishing a book on teacher training / teaching and learning development in HE
- Producing a journal on teacher training (Joan wanted to work on this and would invite contributions)
- For next year's 20<sup>th</sup> anniversary, mix the two ideas above:
  - September: a request to write a paper would be issued to council members (this would include a questionnaire around which to structure the report)
  - January: deadline for submission of papers
  - Late May: produce the report (possibly on a USB key) in time for the 2013 Council meeting in Japan
  - Following the event in Japan: add further materials
- Producing a manifesto/declaration at the next meeting.

#### Group 2:

- Look at what big organisations are out there and which ones ICED could make links with – ICED would need to do some research on this to find out when the events are and to submit papers for them. Someone or a working group needs to take on this task.
- Could James be funded to go and speak to relevant people (with Denis maybe)?
- Flyers in IJAD, stands at conferences.

#### Group 3: (Supporting emerging networks)

- What can be done without too much work?
- Pool resources onto the ICED website, link to local networks' websites for example
- The resources page is weak – it should contain resources about how to create a network. ICED holds this expertise and so should promote it more. HERDSA Green Guides/SEDA Papers/AISHE materials etc are very useful so include some links to those
- The networks, events and publications section contains very little and needs someone to drive it. Could there be a calendar feature on the site? The key is getting networks to let ICED know about their activities
- Making links is important, ICED should facilitate an exchange of information between people rather than adopt a top down approach.
- Could there be a big ambitious publication on building a network. Harvest information from other websites, e.g. POD – something on the value of teaching centres or ethical practice.
- Produce an edited 'webliography'. This would be very useful for someone in Mohammad Al Sudairi's position. Again someone or a working group needs to take on this task.

#### Group 4:

- What next for ICED now that charitable status has been achieved?
- Organise a high profile global event inviting important and influential individuals from around the world, e.g. Gordon Brown (UN Special Envoy for Education), this could really raise ICED's profile and relevance
- STLHE has allocated a lot of money to put on an international summit meeting on HE
- next Autumn
- ICED probably didn't have the capacity to organise its own event at the moment but Arshad thought that ICED might be able to attach itself to the STLHE event
- This would have to be run as a partnership event
- Members were keen to pursue the idea

### **Operation of the Board**

ICED had a lot of items to address. It would be important for the board members to take ownership of the various areas but it would be helpful to have the support of the rest of Council. It was suggested that there be a member of the board on each sub-group.

**Actions: Council members were asked to pursue the above ideas in the following groupings:**

- **New networks: Marianne, Tamar, Joan**
- **20<sup>th</sup> Anniversary: Hiro, Kristine, Paul**
- **Website and communications: Helen, Matti, Inez**
- **Advocacy and profile: Arshad, Michele, Julie, Shelda, Mart. Arshad to investigate the possibility of ICED being involved with STLHE's international summit event.**
- **Governance and constitution: James**
- **IJAD: Brenda, David**

This was Joan's last ICED meeting and he was thanked for all of his contributions over the years. There would be an election in RED-U in November so a new representative would join ICED from then. Joan would be semi-retiring.