



Governance Manual

2023

Table of Contents

Foreword	3
Mission and Values	4
Background	5
Organisation Chart	7
Governing Structure and Roles	8
Governance of ISANA	10
Council Induction Process	13
Code of Conduct	14
Conflict Of Interest	15
Strategic Planning	17
Financial Management:	19
Introduction	22
Privacy Policy	24
Corporate partnership and Sponsorship	25
ISANA Special Interest Groups	28
ISANA Awards	29
Life Membership	31
APPENDIX A	33
APPENDIX B	35
APPENDIX C	38
APPENDIX D	47

Foreword

This governance manual sets out in broad terms the overall role of the Council of ISANA. The role of the Council is to govern the organisation including all State and Territory Branches. This means the Council is responsible for directing the organisation into the future, ensuring it meets its financial and legal obligations and ensuring its strategic objectives are both met and in keeping with the aims, values and mission of the organisation.

The Council has a duty of care for the successful operation of the organisation and a responsibility to its members to protect the organisation against adverse circumstances or events.

ISANA engaged a consultant in governance matters in 2012 to investigate ISANA being a not-for-profit organisation. It was found that ISANA is incorporated as an Association in the ACT, but also operates in each State and Territory of Australia.

This manual is intended to be a living testament to the commitment of ISANA to constantly improve its governance policies and procedures for the betterment of the organisation and for best value to be delivered to members.

ISANA Council (2021-2023) thanks the 2019-2021 ISANA Council for their considerable work in updating this manual from the previous 2016 version.

Sharon Cook

ISANA President 2021-2023

Mission and Values

Association Objectives

The objectives of the Association are to assist those professionally employed in the provision of services to international students in Australia by:

- (a) Providing a means for the exchange of information and networking
- (b) Facilitating the professional development of Members
- (c) Building links with associated organisations both locally and overseas
- (d) Representing and promoting the interests of international education professionals in Australia and New Zealand
- (e) Representing and promoting the interests and rights of international students in Australia and New Zealand through consultation and liaison with governments and other agencies.

Mission Statement

ISANA: International Education Association is an association of Australian international education professionals whose members are dedicated to the advancement of international education through:

- Leadership, promotion, and advocacy of best practice standards in the service of international education.
- The facilitation of relevant forums, training and information exchange for its membership and the community.
- Working in partnership with stakeholder organisations including international students, education, government, business, and community groups.

ISANA Core Values

ISANA stands for supporting and facilitating discussion on international education and is a voice for both international advisers and students in a broader sense. ISANA needs to ensure its long-term image is of ethical, fair, and responsible organisation.

It should strive to be non-aligned to any sponsor/organisation and should provide support to any individual or group that is working or wants to work towards betterment of international students. By being non-aligned, ISANA ensures that social/research relationships are neither dominated by sponsorship agreements nor impeded in its search for the best ideas to engage in activities or develop new activities that are important for the whole of international education in Australia.

ISANA has a moral obligation to support all stakeholders and any new stakeholders in understanding and contributing to the development of international education as identified in the Mission Statement. It prides itself on having a major focus on the academic, welfare and social experience of international students coming to Australia.

As most members directly interact with students, ISANA has an invaluable understanding of international students and works to address them through various platforms.

Background

ISANA is the representative body for professionals in Australia and New Zealand who work in international student services, advocacy, teaching and policy development in international education.

ISANA membership underpins the work of those who engage in the Australian and New Zealand international education industry. The organisation provides information, training and networks that assist international educators, administrators and student support staff accomplish their daily work and advance their careers.

The current membership includes a wide range of international education practitioners and support staff. As a representative organisation, ISANA is responsive to its membership through its branches. ISANA Council and Branch committees are elected by the membership.

Members should be either professionally employed in international education related work (both paid and voluntary), or be an international student, and be committed to the objectives of the Association. The Association is an incorporated body, under the Corporations Law Act 2001 (Cth). To be of good standing, members of ISANA must abide by the [Code of Conduct \(Ethical Practice\)](#). The Council, as the governing body must prepare a financial report. It can elect to have its financial report reviewed, rather than audited. The Council must also prepare a directors' report, although with less detail than that required of other companies, and it must give annual reports to any member who elects to receive them.

History of the Organisation

ISANA began as the Overseas Student Advisers' Network (OSAN) in 1989, with Anne Skea as its founding president. It was established in response to the support needs of the growing number of international students enrolling at Australian Universities. With over 600 members across all education sectors, it drew from a range of international education industry professions.

OSAN, later renamed the International Student Advisers' Network of Australia, conducted conferences, and addressed issues of international student experiences in Australia, developing the framework of discussion that continues today.

In 1997 members voted to become an incorporated association, with accompanying constitution. The current logo was designed by Suzanne Lim, and launched by the then President, Margaret Hill in November 1998. In 1999 the Association became ISANA: International Education Association, to reflect the broader roles its members have in the field, and currently represents professional staff working across Australia and New Zealand, which formed an ISANA branch in 2001. ISANA Australia and ISANA NZ are now separate organisations who continue to work closely together.

Membership

ISANA's membership consists of approximately 550 professionals across all education sectors and industry bodies. Membership is open to those who formally acknowledge and abide by the ISANA [Code of Conduct \(Ethical Practice\)](#). The current membership includes practitioners involved in student welfare, counselling, admissions, research, teaching, student accommodation, education agents and service provision. As a representative organisation, ISANA is managed by an elected National Council and Branch committees, which govern the Association through consultation, leadership, and strategic planning, over each two-year term of office.

Scope and Affiliations

ISANA has affiliations and Memoranda of Understanding with other professional associations and student organisations, locally and overseas. ISANA has productive relationships with government and non-government bodies, as well as service providers external to education institutions. ISANA members are active on government focus and reference groups and are valued for their knowledge of

the industry and student-related issues. This makes ISANA effective and responsive, with a commitment to continuous improvement across the industry.

Special Interest Forums

A number of special interest forums form part of the ISANA membership. These have included accommodation providers, exchange, and study abroad staff, Managers and Directors, language and learning teachers, counsellors, partnering with ISANA New Zealand to promote and deliver micro credentials and under 18 students. Specific knowledge and coordinated specialist activities are shared during the annual Conference.

Professional Development and Networking

Professional development (PD) is central to ISANA. A formal program is offered via National and each Branch to members and non-members. PD includes conferences workshops, networking events and information sessions. Branch conferences and professional development activities provide additional opportunities for members throughout the year, through support, mentoring and resources.

National Conference

The Annual National Conference is a major event on the ISANA calendar, and brings together researchers, practitioners, government representatives and other groups. Each Conference is organised by a selected Conference Committee. The committee comprises a Conference Convenor/s, selected via Expressions of Interest (EOI), National President, National Treasurer, National Professional Development Manager, and includes local Branch representatives. The organisation of the Conference is conducted by a professional conference company engaged by ISANA.

The National Executive (President, Vice-President, and Treasurer) in consultation with ISANA Council and ISANA's contracted conference company, select the location and venue for future National Conferences up to three years prior to the date.

ISANA has held joint Conferences with ANZSSA (every 4th year) and also with other groups as one-offs. By agreement with ISANA NZ, every four years ISANA NZ organises and runs the National Conference in New Zealand.

Branch Conferences

Branches decide at the commencement of each year when and if to run a State based Conference, normally of one day's duration, and have the date added to the ISANA PD Calendar on the ISANA website. Branches form their own Conference committee and elect or seek EOI for a Conference Convenor.

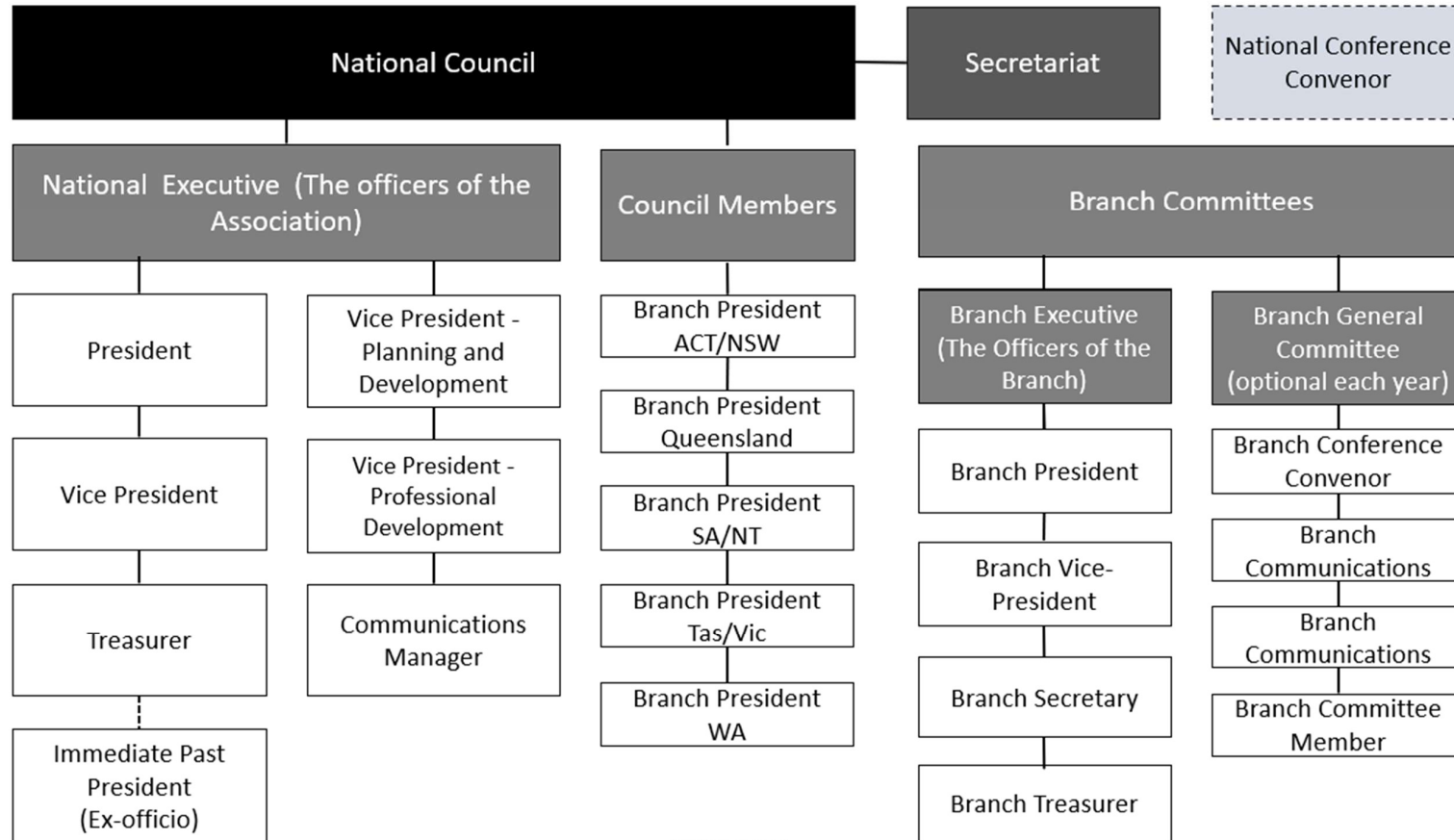
Branches seek administrative support/guidance from ISANA Secretariat, budgeting assistance from the National Treasurer and support from the Vice President - Professional Development.

Communication

ISANA's communication network includes regular National and Branch newsletters, web-based information, and social media networking. Further information is available on the ISANA website or from the ISANA Secretariat.

UNOFFICIAL

Organisation Chart



UNOFFICIAL

Governing Structure and Roles

The ISANA Council

- a) Shall control and manage the business and affairs of the Association.
- b) May, subject to the Constitution, the Regulations, and the Act, exercise all such powers and functions as may be exercised by the Company other than those powers and functions that are required by the Constitution to be exercised by a general meeting of the Association; and
- c) Subject to the Constitution, the Regulations, and the Act, has power to perform all such acts and things as appear to the ISANA Council to be essential for the proper management of the business and affairs of the Association.

The Officers of the Association (National Executive) shall be:

- a) President
- b) Vice-President
- c) Treasurer
- d) Vice President Planning & Development
- e) Vice President Professional Development
- f) Communications Manager
- g) The Secretariat

The ISANA Council shall consist of:

- a) The Officers
- b) One representative from and appointed by each Branch

Prior to and in the same year as every second Annual General Meeting (AGM) of the Association, each Branch shall elect its branch representative to the ISANA Council and shall advise its branch representative to the Association at that AGM whereupon that person shall be declared appointed as a representative member by the person presiding over the meeting. Each Officer has a two-year term.

The Branch Secretary will advise the ISANA Executive of their nominee as soon as practicable.

ISANA Branch Structure

Each Branch must have a minimum of four office bearers

- a) Branch President
- b) Branch Vice-President
- c) Branch Secretary
- d) Branch Treasurer

Members vote on these positions during the Branch AGM, which is held no later than 14 days prior to the National Conference.

Each person should hold his or her position for a two-year term. If an officer bearer vacates their position before the end of their term, the Branch may appoint one of its members to the vacant office and the member so appointed may continue in office up to and including the conclusion of the next Branch annual general meeting at which an election for that Branch Office is to take place.

Prior to and in the same year as every second annual general meeting of the Association, the Branch shall elect its representative to the ISANA Council and shall advise its representative to the Association at that annual general meeting. Note – this is normally the role of the Branch President.

The constitution provides information and forms on how to conduct Branch voting.

Additional Branch committee positions can be created to meet the needs and function of the branch, e.g. an Events Coordinator or Communications Coordinator. The Branch President should define duties of each position and advise the Secretariat. All office bearers must be current members of ISANA.

Each Branch should attempt to stage the changeover of positions and encourage members to participate in the operation of the Branch.

The Branch Executive

- a) Is the communication link between members and the National Council
- b) Ensures participation in national meetings and teleconferences
- c) Is responsible for the overall operation of its Branch
- d) Is responsible for the format and organisation of Branch meetings
- e) Is responsible for maintaining accurate records of Branch activities and meetings
- f) Is responsible for organising Branch Professional Development
- g) Should meet as a team outside the scheduled Branch meetings
- h) Should form cooperative partnerships with other Branch executives
- i) Will run at least two (2) member meetings each calendar year
- j) Will not collate or hold a separate membership list from that held by the Secretariat.

The Vice President of the ISANA Council has responsibility for Branch operations and acts as the direct line of communication to the National Council.

ISANA Branches act like sub-committees of ISANA Council, receive their funding from ISANA Council and must

- a) comply with every resolution of the ISANA Council;
- b) report to ISANA Council;
- c) do not have any authority to act on behalf of ISANA;
- d) Must not use Branch funds to pay for a branch member's membership;
- e) Must not receive honorariums or payments (of any kind) for undertaking their elected role from Branch or Project funds;
- f) May receive payment via a contract for work deemed above and beyond or in addition to their elected role. All contracts are to be approved by National Council;
- g) Must submit an annual budget for professional development activities including justification for financial expenditure to National Council for approval.
- h) Seek approval from National Council for any sponsorship agreements.
- i) Seek approval from National Council for any formal affiliations entered into.

The ISANA Secretariat can assist with Branch administration and enquiries according to the Secretariat contract. The Branches can hold their AGM at any time, as long as it is no less than 14 days prior to the Association's AGM.

Governance of ISANA

Introduction

ISANA National Council members take ultimate responsibility for the governance of the organisation. However, governance is not a role for Councils and Council members alone. Governance is also concerned with the way Council works with executive and staff (where appointed), volunteers, service users, members and other stakeholders to ensure their organisation is effectively and properly run and meets the needs for which the organisation was set up.

Purpose

The Governance Policy is intended to clarify the content of the organisation's constitution by making explicit the underlying principles of governance approved by the organisation.

This policy does not cover legal or ethical issues concerning the role of the Council or its members, which are addressed separately elsewhere.

Policy

The ISANA Council is the legal authority for the organisation. Council members are trustees representing the interests of members. Council members are entrusted with the responsibility for securing the continued well-being and growth of the organisation. The Council has an overriding responsibility to ensure that ISANA is appropriately managed for the benefit of all stakeholders.

The Council of ISANA is an elective, representative and collective body. It is elective, in that the determination of Council members is the prerogative of members through the election process. It is representative in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the organisation. Whatever the constituency of any member, all members are committed to acting selflessly when making decisions and vote on governance decisions solely in the best interests of the organisation.

Council Function

The role of the Council is governance, focusing on the broader issues of organisational purpose, including the setting and monitoring of strategic direction and the establishment and monitoring of Council-level policies. Policy-making, review and monitoring are prime functions of the Council and policy approval is the responsibility of the Council alone. The function of the ISANA Council is to collectively ensure the delivery of its objectives, to set its strategic direction, and to uphold its values. The Council is collectively responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations.

The responsibilities of the Council that cannot be delegated to any other person or body are listed in the table below.

Council Function	What is included
Compliance monitoring	Ensuring compliance with the objectives, purposes, and values of the organisation, and with its constitution
Organisational governance	Setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
Strategic planning	Reviewing and approving strategic direction and initiatives
Regulatory monitoring	Ensuring that the organisation complies with all relevant laws, regulations, and regulatory requirements

Financial monitoring and reporting	Reviewing the organisation's budget, monitoring management and financial performance to ensure solvency, assessing risk and financial strength and good performance of the organisation and approving annual financial statements
Organisational structure	Setting and maintaining a framework of delegation and internal control

Council Responsibilities

All elected members of the ISANA Council are expected to:

1. Act honestly and in good faith at all times in the best interests of the Association and for a proper purpose
2. Discharge duties with care and diligence
3. Demonstrate a commitment to the organisation's mission and programs
4. Contribute skills, knowledge, influence and other assets for the good of ISANA
5. Inform themselves of the issues and trends that affect the organisation
6. Participate in Council deliberations and decisions, by diligently attending meetings and preparing for meetings, by listening and sharing views
7. Ask questions when more information is needed
8. Participate in Council development activities
9. Support the organisation's fundraising efforts and special events
10. Understand and monitor the organisation's financial affairs and act in accordance with the law at all times
11. Prevent ISANA from trading while it is insolvent
12. Collect and understand all information pertinent to overseeing the organisation
13. Ensure the organisation complies with all legal and regulatory requirements
14. Avoid any potential conflicts of interest and specify to Council members when there is or might be a conflict-of-interest situation
15. Understand and maintain confidentiality and not disclose to another person any confidential information other than agreed by the whole Council or under law
16. Abide by Council decisions once reached and publicly uphold the Council's decisions.

Procedures

1. Internal controls:
The Council sets and maintains standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The Council ensures that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.
2. Managing risk
The Council undertakes a full risk assessment (either periodically or on a rolling basis) and takes appropriate steps to manage the organisation's exposure to significant risks. The Council regularly reviews the risks to which the organisation is subject and takes action to mitigate risks identified.
3. Council review
The Council ensures that there is a system for the regular review of its own effectiveness in meeting its responsibilities.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Council Induction Process

Policy

ISANA will ensure that all members of the Council are given a thorough induction into the affairs of the Council and the organisation. This includes a comprehensive and thorough introduction to the operating environment, organisational arrangements, current concerns and priorities, the financial position and the responsibilities and requirements of Council membership.

Procedures

- a. All new Council members formally welcomed to their positions
- b. New Council Members receive this manual to assist them to understand the context in which the organisation operates, and Council decisions are made
- c. New Council members may receive a policy and background briefing from the President
- d. New Council members may meet with each of the Council to gain an insight into the operations of the organisation and awareness of the issues and activities that may require attention at Council level
- e. Outgoing office bearers arrange a briefing with those taking up their positions to provide continuity and alert the incoming office bearer of issues requiring attention
- f. Council papers distributed as early as possible so that new Council members are able to seek further information or briefing prior to meetings if required
- g. All Council members demonstrate a preparedness to provide background information on matters before the Council meeting so that new members are able to contribute in an informed manner to decision-making.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Code of Conduct

Introduction

The ISANA Council maintains that it is paramount to have in place a Code of Conduct (Ethics). However, an organisational culture that takes ethical considerations into account at every point cannot be produced simply by having the Council lay down a code. Ethical principles must arise from consultation with and responsiveness to the organisation's members, clients, employees, volunteers, and stakeholders.

Purpose

This policy is designed to provide guidelines for procedures that will allow ISANA to evolve a consensus on the ethical principles that should guide its conduct.

Policy

ISANA commits itself to operating in accordance with an ethical code drawn up through agreed procedures following consultation with members and stakeholders. The ISANA Council is responsible for the policy and its implementation. This policy relates to the actions and decisions of the ISANA Council and applies also to the ISANA Branch elected positions and to all members.

1. All members and those in elected positions of ISANA are expected to act at all times in the best interests of the organisation
2. All Council and Branch Officials will interact with the public, staff, clients, and peers in an ethical, fair, and straight forward manner
3. Council and Branch Officials will not knowingly take advantage of or benefit from information that is obtained in the course of official duties and responsibilities as an elected member, and that is not generally available to membership
4. Council and Branch Officials will be reimbursed for legitimate expenses incurred for the sake of the organisation. They will keep all such expenses reasonable and justifiable and will discuss expenses which may be in question with the ISANA President
5. Council and Branch Officials have a responsibility to contribute to the Council any suggestions of ways to improve the organisation's policies, standards, practices or ethics
6. Council and Branch Officials will declare any conflict of interest, be it real, potential, or apparent, which is not immediately obvious regarding any matter being discussed in their presence during a meeting. If a Council majority determines a conflict, the member shall agree to leave the meeting for the duration of discussion of that item
7. Council and Branch Officials acknowledge that it is important to represent the organisation in such a way as to leave others with a positive impression of ISANA. They will preserve and enhance the good reputation of the organisation and will avoid behaviour which might damage its image
8. Council and Branch Officials will protect ISANA's information closely and will not release or share confidential information without the permission, preferably in writing, of the person who provided it
9. Council and Branch Officials will maintain confidentiality of all information which the Council deems be kept confidential.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Conflict Of Interest

Introduction

ISANA members may be working in a range of areas across sectors of the education industry in roles such as teaching, research, student support, industry, and management. ISANA members do not necessarily work in education institutions but may hold international education responsibilities in related support areas such as accommodation or health insurance provision, local councils, and regulatory bodies such as federal and state government departments.

As a result of the voluntary nature of ISANA office bearers, competing interests can make it difficult to fulfil the officer's duties impartially and the possibility of conflict of interest or perhaps a conflict of roles exists.

Purpose

This policy offers definitions and guidance for ISANA members who may experience a conflict of interest. It assists the organisation in its relationships with contractors and external organisations as well as demonstrating transparency to members and the international education industry.

Policy

The Council places great importance on making clear any existing or potential conflict of interest. Any conflict of interest shall be declared by the member concerned. A Council member who believes another Council member has an undeclared conflict of interest, should raise the issue, and may be asked to specify in writing the basis of this potential conflict.

A conflict of interest can create an appearance of impropriety that undermines confidence in and respect for the person, their professional integrity as well as the organisation and its officers. When a conflict of interest is recognised, ISANA Council or Committees will manage the matter confidentially and with respect for individuals involved.

A conflict of interest occurs in any situation in which an ISANA office bearer is in a position to exploit their professional or official capacity in some way for their personal or corporate benefit. A conflict of interest, or conflict of roles may occur when:

- ISANA members who work for organisations such as sponsors or government departments take part in decisions to award grants to undertake research or an educational activity
- An ISANA officer or general member is subcontracted to undertake ISANA related activities, projects or research where financial benefit is awarded
- An ISANA officer or general member is involved in making a decision, which directly or indirectly benefits themselves or their employer*
- An ISANA officer or general member has control of financial spending and is involved in making a decision which directly or indirectly benefits themselves or their employer*
- An ISANA officer or general member has a role in or access to intellectual property associated with a Project which, on the cessation of the initial project funds, continues to run the Project to benefit themselves or their employer*

(*includes self-employment)

Officers or members subcontracted to undertake activities for the Association must:

1. Declare the nature of their employment and acknowledge that a conflict may exist
2. Refrain from standing for or holding office on any state and national committee where such a conflict of interest would make it difficult for the member to function as an effective and objective member of that committee
3. Refrain from discussing and/or voting on any matters that pertain to the area in which they are employed, if there is any possibility to benefit personally or professionally from that discussion
4. Disclose a conflict of interest if their employer* has some financial arrangements with ISANA

UNOFFICIAL

- 5. Request, if appropriate, that a third-party evaluation is used as proof that transactions are fair and at "arms-length".

Members shall declare any conflicts of interest either at the start of the Council meeting concerned or when a relevant issue arises. The nature of this conflict of interest should be entered into the meeting minutes.

Where a conflict of interest or potential conflict of interest is identified and/or registered, the Council member concerned shall leave the room as soon as that item comes up for discussion.

The concerned Council member shall not vote on that issue, nor initiate or take part in any Council discussion on that topic (either in the meeting or with other Council members before or after the Council meetings), unless expressly invited to do so by unanimous agreement by all other members present.

If a person declares himself or herself to have existing or potential conflict of interest, confidentiality will be respected. If a person alleges that another person has a conflict of interest, whether existing or potential, and if the Council cannot resolve this allegation to the satisfaction of both parties the matter shall be referred to a sub-committee convened for the purpose. This sub-committee will make a recommendation to the Council as to what action shall be taken.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Strategic Planning

Introduction

ISANA will establish an ongoing strategic planning process for the purpose of translating its mission and values into action and into measurable goals, strategies and outcomes. The plan will provide the direction for decision-making across the life of elected Council members. ISANA recognises that strategic planning provides an opportunity for a coherent and sustainable direction. Elected officers change every two years at both national and branch levels, so planning into the medium to long term is essential to maintain matters of principle, financial management and to ensure consistency of purpose.

Purpose

This policy sets down guidelines for committees at state and national levels to follow when developing their plans. It acknowledges the position ISANA holds within the international education industry as a key professional association. The policy also manages risk in the organisation by placing limits around activities and projects, which should be conducted in the best interests of the association and its members.

Policy

The strategic plan will address:

- **environment** – an overview of external factors that directly or indirectly affect the organisation
- **membership** – the way the organisation will recruit, communicate with and support its members
- **perceptions** – how ISANA is regarded and wishes to be regarded by stakeholders and the wider community
- **relationships** – how the organisation establishes and manages relationships including those with industry peak bodies, corporate partners and international student associations
- **Resources** – how sources of revenue and other funding will be managed for the benefit of members. Resources also include how ISANA will use its own elected Council representatives and its staff and volunteers to best effect.

Strategic Planning Process Framework

The strategic planning process will incorporate the following components:

- Mission statement
- Values statement
- Long term vision statement
- Environmental factors assessment
- Critical assumptions about the future
- Major initiatives and goals (time horizon- 2-3 years)
- Annual plan and goals (time horizon – 1 year)
- Strategic performance measurement report format.

ISANA will engage in a rolling strategic planning process, so the organisation's strategic initiatives and goals are always as current as possible, reflecting contemporary conditions. The organisation's fiscal and planning year is the calendar year. The strategic plan will drive how finances are expended.

Responsibility for strategic planning lies with the national ISANA Council which will:

1. Form a strategic planning sub-committee that meets either face to face or virtually at least twice per year

UNOFFICIAL

2. The strategic planning sub-committee is charged with developing a strategic plan document for consultation (via the ISANA website)
3. The sub-committee will report twice to the National Council within a calendar year on progress of the plan
4. The President will communicate details of the strategic plan to members at each Annual Conference
5. The National Council will review the strategic plan annually at the National Conference
6. The National Council will report on progress against the plan in each Annual Report.
7. Specific Branch nominated objectives to form part of the Strategic Plan are to be approved by the National Council.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Financial Management:

Annual Budget Policy

It is the responsibility of the National Executive in conjunction with the Council to research and develop the organisation's overall annual operating budget. The annual budget reflects the organisation's aims and objectives and as such should be in keeping with these aims and objectives. The National Treasurer will prepare and provide monthly updates on operational costs to the National Executive.

Procedures

The annual budget will be soundly prepared reflecting a mix of ongoing operational and capital requirements and the organisation's critical strategic issues as identified in the strategic plan. The budget will reflect both expenditure and revenue projections.

- The National Treasurer with the support of the Secretariat must prepare a draft budget for National Council consideration and approval during the annual Strategic Planning meeting.
- The draft budget will show projected income from members' fees, sponsorships and workshops and proposed expenditure.
- Once a budget is approved, all expenditure must be in accordance with it although the Council may review the budget during the year in the light of unforeseen contingencies provided the total expenditure in that case is no greater than 5% of the approved budget
- All moneys received must be paid to and promptly banked by the Secretariat.
- All moneys and funds not immediately required for the purpose of the Association may be invested by Council on fixed deposit in any Bank, or in such other investments as may be authorised from time to time by National Council
- The budget must contain sufficient detail to allow an accurate projection of revenues and expenditures
- It must present a true cash flow position that does not confuse or mislead any audit trail
- It must contain projected expenditures that meet the projected reasonable estimate of revenue during the period covered by the budget
- Comply with the Council's stated objectives and priorities
- Be presented in such a way as to make it easy to interpret and follow and comply with standard budget presentation formats
- Maintain adequate and appropriate reserves
- Council will, from time to time, make payments to Branches as the Council shall determine by resolution.
- The National Executive will determine which officer/s are allocated a credit card

Delegations Policy

The Secretariat is responsible for the day-to-day financial management of the organisation and will carry out this duty in a manner that contributes to the organisation's financial strength.

Limits of Delegated Financial Authority

- The Council will provide the Secretariat with guidelines indicating the percentage variance to budget allowable for unbudgeted-for items, on the understanding that such additional expenditure is achieved within the broad financial targets established by the Council and is consistent with the organisation's goals and objectives.
- Two elected officers of the ISANA National Executive must authorise payments for services in every instance.
- Council will ensure that there are limitations on expenditure and adequate controls on the use of credit cards held by ISANA Officers.
- Any single purchase of goods or services over the amount of \$5000 must be authorised by an ISANA Council resolution.

- Any single purchase of goods or services over the amount of \$10,000 must be determined by the receipt of three quotations or expressions of interest from three qualified individuals or companies, and a resolution by Council.
- Branch Councils will forward all such requests to the National Council to review and approve under this process.
- Council members may be reimbursed for any expected expenses incurred in the course of undertaking ISANA work for an amount up to \$500 per year and upon presentation of relevant receipts.

Procedures

To ensure the affairs are managed on a prudent basis, the Secretariat will:

- Report, resource and consult with the National Treasurer
- Ensure that Council and all Branch Committees will maintain proper accounts of their financial transactions
- Ensure that National Treasurer and responsible Branch officers will prepare reports of income and expenditure for each calendar year and a statement of financial position for submission to an independent auditor
- Ensure that the organisation does not incur unauthorised indebtedness
- Assist the national Treasurer to develop an annual budget, with appropriate detail for presentation and approval of the National Council
- Prepare monthly financial reports for the National Council
- Record all financial transactions using standard accounting practices and in accordance with the provisions of the relevant legislative and funding body requirements
- Use funds solely for the furtherance of the organisation's purposes and priorities as approved by the National Council
- Not allow ordinary operating expenses to become undischarged debts beyond a three-month period from when incurred
- Use restricted or tagged contributions eg. Project funding, for designated purposes only
- Not allow any one person alone to have complete authority over any of the organisation's financial transactions
- Operate at all times within a financial environment as defined by the organisation's approved budget and within the organisation policy
- Report to the National Treasurer who has the responsibility to report to the National Council
- Not allow any expenditure which, although in keeping with the end policies, is beyond the organisation's ability to meet
- Ensure that the accounts are submitted annually to the auditor
- Liaise on a regular basis with the National Treasurer
- Ensure all cheques and electronic transfers are signed by at least two officers and in the case of an expense being made by one of these two officers, the Secretariat will act as the second official authoriser
- Ensure that at all National Council and Branch Committee meetings, the relevant Treasurer, or responsible officer, tables a list of payments since the last meeting giving details required by the National Council or Branch Committee.

Membership Subscriptions

The ISANA Council may determine to raise its subscription fees each year in line with CPI but no more than 5% above the previous year's subscriptions level.

Bursaries

Member

ISANA will offer *up* to four member bursaries to attend its national conference each year.

Eligibility:

- The bursaries are offered to current members who cannot afford the costs of the conference and are judged on merit by a sub-group Selection Panel of the National Council.
- Each winner must be available to attend and participate in the Conference. Should a winner not be able to attend the conference they will be required to refund the bursary funds.

Each bursary will include:

- Waived Conference registration (exclusive of Workshops)
- Up to \$1000 toward attendance costs as determined by the recipient
- Each winner will receive confirmation of their selection for a bursary from the Secretariat and will have the funds deposited into their elected bank account.

Student

Eligibility:

- Student bursaries are offered on a competitive basis to students enrolled in an Australian educational institution and
- Undergraduate or postgraduate coursework students must have at least one teaching period left to complete at the time the Conference is held (ie. not just waiting on results from a current or previous teaching period).
- Postgraduate research students must not have submitted their thesis at the time of the Conference.

Student Bursary Procedures

- The bursaries will be determined and awarded by the National Council Selection Panel.
- Each bursary will be valued between \$500 and \$1250
- The final amount awarded will depend on the travelling distance/costs from the student’s normal residence in Australia to the Conference.
- All bursaries will be accompanied by a conference registration fee waiver (exclusive of Workshops), to allow the recipients to attend, contribute to and receive their certificate at the Dinner during the Conference.
- The ISANA Secretariat will make travel arrangements for each student recipient. Those students who live locally and elect to take hotel accommodation are eligible to do so.
- Should any student not spend up to \$500 they will have the balance of funds deposited into their nominated bank account.
- Students can elect when to travel to/from the Conference however, once arrangements have been finalised any changes that incur a cost/penalty will be at the student’s own expense.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Council Delegations

Introduction

This policy sets out the circumstances under which the Council may delegate its responsibilities. Delegations of authority are the mechanisms that ISANA uses to enable officers to act on its behalf.

Purpose

The purpose of the Delegations Policy is to establish a framework for delegating authority within ISANA in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance. The policy applies to all members of the National Council and the contracted staff and volunteers of ISANA who have delegated authority to act and sign documents on its behalf. This includes elected officials of the organisation.

Delegations of authority within ISANA are intended to achieve four objectives:

1. To ensure the efficiency and effectiveness of the organisation's administrative processes
2. To ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities
3. To ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the organisation
4. To ensure internal controls are effective.

Delegations are a key element in effective governance and management of ISANA and provide formal authority to particular staff and volunteers to commit the organisation to and/or incur liabilities for the organisation.

The ISANA National Council will review the any employee contracts on an annual basis where they exist and will ensure it pays employees and contractors in accordance with the contract in a timely manner.

Policy

ISANA National Council (Council) is responsible for the management of the organisation. Under the Companies Act and ISANA's constitution, the Council can delegate any of its functions except

- (a) The power of delegation and
- (b) Any functions reserved to the Council under the Companies Act.

The Council may delegate its functions to

- A member or members of the Council; and
- A sub-committee of the Council; and
- State Branches of ISANA
- The Secretariat, according to the current contract.

However, the Council may not delegate its power

- To adopt the organisation's strategic plan; or
- To adopt the organisation's business plan; or
- To adopt the organisation's annual budget.

The Secretariat is charged with

- Providing administrative support to the President, Vice President, Treasurer (the Executive) and branch committee members
- Being the first point of contact via phone and email for members

UNOFFICIAL

- Facilitating the signing of new members, including supporting the branches and contacting non - members who attended the national or branch conferences/professional development
- Liaising closely with the branch treasurers or relevant officer to gather and collate financial data for the BAS
- Maintaining the membership database, the processing of which includes the actual data entry, banking cheques, cross-checking Eftpos remittances and all associated paperwork
- Routine administrative procedures include liaising via email with new members, responding to enquiries, arranging printing, constructing the annual report, updating the website
- Maintenance of administration associated with the National Code Tutorial; and
- The responsibility of bookkeeping (MYOB) and preparing and lodging the BAS for each quarter.

ISANA is committed to the highest standards of integrity, fairness, and ethical conduct, including full compliance with all relevant legal requirements, and in turn requires that all its Council members, officers, its Secretariat, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with all legal requirements.

There is no circumstance under which it is acceptable for ISANA members or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing ISANA's mission.

Authorisation

<Signature of Council Secretary>

<Date of approval by the Council>

<Date>>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

Privacy Policy

Introduction

The ISANA Council is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is defined as any information which directly or indirectly identifies a person.

Purpose

The purpose of this policy is to provide a framework for ISANA in dealing with privacy considerations. ISANA holds the details of all its members in an electronic database.

Policy

ISANA collects personal contact information for all its members, sponsors, government departments, and Corporate Partners. The organisation is committed to protecting the privacy of personal information it collects, holds and administers.

ISANA recognises the right of individuals to have their information administered in ways that they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies.

As a Company, ISANA is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles as minimum standards in relation to handling personal information.

Procedures

ISANA will

1. Collect only information which the organisation requires for its primary aims
2. Ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered
3. Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent
4. Store personal information securely, protecting it from unauthorised access
5. Provide stakeholders with access to their own information, and the right to seek its correction
6. Maintain the quality of the information (ie ensure it is correct and accurate)
7. Will not sell or provide personal information unless required to do so by law
8. An ISANA Council member or Branch Council member will not use personal information to collate a separate list which can be used for purposes outside of ISANA
9. Abide by the conditions of the Privacy Act (1988).

Corporate partnership and Sponsorship

Introduction

Engagement with groups external to ISANA is vital to the prosperity of the organisation and the furthering of its mission. When managed well, sponsorship should raise substantial revenue for the organisation. From time to time ISANA forms agreements with sponsors and other bodies to further the mutual interests of these organisations and of international students in Australia.

Corporate Partnership means a binding legal agreement between ISANA and another legal entity within which certain undertakings are agreed to by each party. A Corporate Partnership means that an entity provides ISANA with financial or in-kind support in accordance with the agreement between the parties.

Sponsorship means financial support that is provided to ISANA by another entity for a specific activity such as a conference, workshop or publication.

Purpose

This policy aims to guide and develop ISANA's relationships with external organisations through sponsorship and other beneficial partnerships. It outlines the management of sponsorship in the context of ISANA's strategic plan. Non-commercial partnerships and advertising are not covered by this policy.

Policy

Through the National Council only and over the President's signature, ISANA may enter corporate partnership or sponsorship agreements with an incorporated group or organisation on the basis of mutual benefits and where the assessed benefits to ISANA outweigh any assessed risks. The processes for approaching, selecting or contracting corporate partners/sponsors must be conducted in accordance with ISANA conflict of interest policy.

ISANA sponsors should reflect adherence to the Code of Conduct and ISANA's core values to reduce or minimise conflict of interest related to sponsorship proposals. The following ISANA Values should be considered before aligning with any partner whether for the purpose of research, supporting international students or sponsorship for the organisation to support its operations in order to achieve the best outcome.

1. **Transparency**- Being transparent in dealing with various stakeholders and prospective partners
2. **Non-Alignment**- Being independent of any one corporate partner and treating all sponsor partners equally.
3. **Fairness**- Being fair to all stakeholders with an interest in International Education
4. **Harmony**- Ensuring the values and constitution of ISANA are upheld and the partners share the same values and ethos.
5. **Corporate Social Responsibility**- Ensuring partners are aware of social responsibility and are engaged with the community and the environment.

Procedures

1. When ISANA enters into a corporate partnership agreement, it constitutes a mutual understanding with that corporate partner. The scope and responsibilities of the partners under the agreement and the timeframe for the agreement are described in a legal contract, which must first be formally endorsed by the ISANA Council and then signed by the President of ISANA.
2. The ISANA name and logo may only be used by a corporate partner or sponsor organisation with the written approval of the ISANA Council.
3. Sponsorship may be considered as part of a wider corporate partnership agreement, or simply for one specific purpose.
4. A corporate partnership may include but not necessarily require sponsorship.

UNOFFICIAL

5. All potential corporate partnerships and sponsorships must undergo risk assessment by the ISANA Council or its nominated delegate. Risk assessment must identify both the risks and benefits for ISANA in any prospective agreement.
6. Regular (annual) assessment will be undertaken regarding the importance and value of the corporate partnership and sponsorship program to ISANA and its members.
7. Constructive comment relating to the values of sponsorship and corporate partnerships from members, will be welcomed by their representatives at Branch or National level at any time.
8. ISANA values its independence and acts according to its mission statement and objectives, and therefore will not be influenced by any statements, positions or opinions expressed by its corporate partners.
9. Sponsorship agreements that contain any dimension of exclusivity must be scrutinised thoroughly to ensure that the prospect of other potential sponsors from within and outside the same business sector is fully considered, and the terms of the exclusivity are clear and transparent.
10. ISANA Council will assess proposed joint public activities involving corporate partnerships or sponsorship to ensure, as far as possible, they are truthful, espouse sound educational principles that ISANA supports.
11. Corporate partnerships may only be entered into by the ISANA Council and not with branches or other subgroups of ISANA; notwithstanding a recognition that the benefits may apply to different branches and subgroups of ISANA.
12. In cases where a corporate partnership is recognised as referring specifically to or benefitting a particular branch or other subgroup of ISANA, that unit may control the day-to-day operation of that agreement only if authorised in writing to do so by ISANA Council.
13. In cases of Item 12, the Council may agree to delegate to the leader of that unit, responsibility for the day-to-day operation of that corporate partnership, though the contractual obligation remains with ISANA Council.
14. Sponsorship managed pursuant to Item 12 must be executed in a manner consistent with this policy and the ISANA constitution, and using relevant procedures outlined for branch operations.
15. Management of a corporate partnership is conducted under the clauses of a signed legal agreement which safeguards ISANA and places specific limits on how the partnership operates.
16. Corporate partnership agreements should contain agreed directions on how disagreements or conflicts should be handled without compromising ISANA's independence.
17. The general terms of corporate partnership agreements will be available in ISANA communications including ISANA's website, and in the ISANA annual report. The activities supported by sponsorship will be clearly and regularly communicated with the membership. However, contract details with corporate partners or sponsors will not be published as they are treated as being commercially confidential in nature.
18. ISANA will clearly and publicly acknowledge any sponsorship associated with any of its activities, and in accordance with the terms of individual sponsorship agreements.
19. The total monies that ISANA receives from sponsorship and corporate partnerships will be clearly identified in the ISANA Annual Report.
20. The duration of a sponsorship agreement would ordinarily be for a maximum period of one year. Where circumstances are compelling, a sponsorship agreement may be made for a period longer than one year. All corporate partnerships must be evaluated annually to ensure continuing relevance to ISANA's strategic direction.

21. Where a sponsorship agreement or corporate partnership concludes, ISANA Council reserves the right to negotiate renewal of that agreement under the same or new terms.

Authorisation

<Signature of President>

<Name of President>

<Date>

Policy Number		Version	
Drafted By		Approved by Council on	
Responsible Person		Scheduled Review Date	

ISANA Special Interest Groups

Introduction

A number of Special Interest Groups (SIG) operate with support from the ISANA National Council (Council). These reflect and address a range of international student issues as well as common interests and work locations of specialist personnel.

Meetings take the form of Special Interest Groups that are advertised in the ISANA Annual Conference program, with an invitation to delegates to contribute questions and comments to be incorporated in the meeting agendas.

Depending on demand, Special Interest Groups areas of interest may include:

- Under 18 Students
- Academic Progress Monitoring
- Pre-Arrival International Student Services
- International Office Management
- Pre-university programs and students
- Regional Campuses: issues and management
- Accommodation
- Language and Learning
- Admissions
- Sponsored Students
- Study Abroad and Exchange
- Student Counsellors
- Student Employment and Employability

Each of these groups may meet during the ISANA Annual Conference for an extended session. They are chaired by a SIG Chair or an invited facilitator on these occasions. The SIGS are fluid in structure and meeting format, but they are encouraged to

- Report the proceedings of their meetings to the ISANA council
- Develop issues/discussion papers
- Offer presentations to the state and national conferences and
- Contribute to ISANA resources
- Instructions on how to hold and chair a SIG are available from the ISANA Secretariat and contained in **Appendix A**.

ISANA Awards

The ISANA Awards recognise the important work the association does to support international students and the staff who work with them. The awards were given for the first time in 2006.

Each year, nominations should be made on the appropriate form. Each nomination should include two supporting signatures. The National Council Awards committee reserves the right to make no award in any particular category.

Three categories of awards are offered.

General criteria

The awardee will:

- Be recognised by peers and/or students as having made a significant contribution to the field of international education within the past two years
- Have demonstrated commitment to the ISANA mission, and the principles of ISANA's aims
- Have demonstrated expertise and knowledge of issues relating to the student experience, and of the field of international education in general, and
- Have achieved at a high level.

Award	Description	Nominator	Eligibility
1. International students' nomination for an outstanding support program.	The program should provide outstanding support for students in any educational sector or institution, for example orientation, final semester/returning home, mentoring and peer support, spouse support, learning support.	This award is nominated by students through their student representative organisation.	The program should have been evaluated and established for at least one year. The program manager/coordinator should be identified in the nomination.
2. ISANA members' award for an outstanding individual	The individual should be providing support for international students and staff, provide programs relating to learning and adjustment, and /or advisory and information services. The individual should be recognised as practising excellent professional skills and upholding ethical standards.	This award is nominated by an ISANA member	
3. ISANA Council award for an	The individual is a current ISANA member	This award is nominated by the ISANA Council	The person is not necessarily a currently

<p>outstanding individual contribution to ISANA</p>	<p>and has contributed significantly to ISANA as an organisation, and to its membership.</p>		<p>elected Council member, but may have served on the ISANA Council in the past. The person should have demonstrated continuous and committed service to the organisation in a variety of areas, such as professional development, committee work, event planning and delivery, mentoring support, etc. A current Council member must sign the nomination.</p>
--	--	--	--

Life Membership

Life membership of ISANA can be awarded in recognition of an outstanding contribution by an individual to the organisation. It should be seen as a prestigious award and so it is important that criteria and process has been established for receiving this award.

General principles

- The granting of Life Membership is a great honour and should not be treated lightly.
- On average, one or fewer Life Memberships are likely to be awarded each year.
- Life Membership should not be considered as a competitive matter and nominees must be considered individually and on their personal attributions and achievements and not in comparison with others.
- Granting Life Membership is a balancing exercise. Criteria are provided for guidance, but it is the overall contribution of the nominee that must be evaluated. There is necessarily some subjectivity in the granting of Life Membership. Nominees' strengths against the various criteria will vary. Some nominees will be extremely strong in some criteria but weaker against others, others will be more rounded.
- Life Membership is reserved for those whose contribution goes beyond the ordinary or even the excellent for an extended period of time.

Criteria

- Current or previous financial member of ISANA
- Length of active membership
- To have contributed to ISANA to the degree necessary for Life Membership, a nominee will almost necessarily have been a Member and involved for a significant time. While there is no 'minimum' period of membership, a period of five (5) years active membership is an indicator of a long-term commitment
- Positions held and length of time
- The nominee should be able to demonstrate a significant contribution to the core activities of ISANA over a majority of those years of membership. This may include:
- Significant contributions while holding positions on either the ISANA Council and/or on an ISANA Branch Committee
- Participating to a much greater extent than the average ISANA Member

Process

1. A call for nominations will be sent out via the Secretariat each year
2. All Nominations are to be treated with the strictest CONFIDENCE
3. At least one of the nominator or seconder must be a current financial member of ISANA. The other nominator or seconder may be either a current or previous financial member of ISANA.
4. Nominations must be forwarded to the ISANA Secretariat by email or postage on the **ISANA: International Education Association Life Membership Nomination Form**. (see Appendix B)
5. Once a nomination for Life Membership is received, the ISANA Secretariat must forward this nomination to the ISANA Council. The ISANA Council will consider only nominations received in the period since the last Annual General Meeting
6. A decision to approve or reject the nomination for Life Membership will be by unanimous vote at the following meeting of the ISANA Council
7. Successful nominees will be presented with their Life Membership status of ISANA at the Annual Conference Dinner

Life Membership Inclusions

- ISANA Life Membership Certificate

- Recognition on the ISANA Life Member Honour Roll on the ISANA website and in the ISANA Annual Report
- Ongoing financial ISANA membership in perpetuity

Forfeiture of Life Membership:

ISANA Life Membership may be forfeited upon any failure to observe the ISANA Constitution by-laws or the ISANA Code of Ethics. It will be forfeited upon the passing of a special resolution for the removal from Life Membership for reasons not limited to but as bringing the name of ISANA into disrepute.

APPENDIX A

Special Interest Group Resources

SIG Chair Guidelines

Prior to Conference:

It is important that you submit your SIF's Descriptor and Brief, to the Conference Organising Committee for inclusion in the Program for delegates to read no later than 8 weeks from the commencement of the Conference. See Appendix 1 for an example of a Descriptor and brief.

As Chair you are encouraged to contact delegates who have registered for your SIF prior to the Conference to ask for their areas of interest or topics they would like discussed. The PCO will provide you with a list of participants after the early bird date is closed.

Use the feedback received to help you structure the SIF regarding topics and issues to be discussed.

Session Format and Responsibilities:

1. Arrive 5-10 minutes early and commence on time.
2. Depending on the size of the group you can hold one large session and set up the room so all participants can hear each other and have 1-2 mics available. Alternatively you could split the SIF into tables and give each group 1-2 of the issues to consider for a set time and prepare to report back to the larger group – if you chose this option ensure you leave time for Q&A.
3. Introduce yourself, appoint a note taker or record your session and go over the brief.
4. Have an attendance sheet for names and emails of attendees. This is for you to send the notes and follow up information to participants. An ongoing correspondence with the SIF members is encouraged.
5. Have an agenda based on feedback/issues received prior to the Conference. If you did not receive feedback open it up to the group at the beginning of the SIF by asking for 3-5 agenda items for discussion. Ensure you have 2-3 issues in case no one makes a suggestion (highly unlikely!).
6. Your role is to lead the discussion by encouraging participation from each member.
7. You can ask everyone to introduce themselves but be mindful of your time and the value of this exercise. You can also request sticky labels and ask everyone to write their first name and institute in large letters.
8. Ensure no one person dominates the discussion and that it isn't an exercise for just one person to take the majority of the time to resolve their burning issue.
9. Set expectations at the beginning of the SIF, eg;
 - i. only one person is to speak at any time and you are the moderator;
 - ii. explain you have a number of topics to cover so will need to limit discuss time for each
 - iii. be prepared to curb discussions and bring it back to the main point being discussed
10. Wrap up the session by a) summarizing the main issues, b) advising that notes will be circulated from the session and c) everyone will be invited to join an ongoing SIF discussion group.
11. You will have access to the Speaker's Preparation Room where you can arrange for equipment to be made available (any special requests need to be made prior to the conference) and discuss any issues with the conference management team.

Draft Email to Special Interest Group Chair

Dear <NAME>

UNOFFICIAL

Thank you for volunteering to chair the Special Interest Groups. As indicated in the invitation to chair, the SIGs are an important feature of the conference. These informal and interactive gatherings are for delegates to meet and discuss issues and challenges as well as share strategies with each other. It is an important networking session.

As Chair, your role is outlined in the attached Special Interest Group Guidelines. It is important that the forums are well-run, and kept to time. You should be prepared to facilitate group discussions – a little research into the most pressing current topics is helpful.

We strongly recommend you contact all delegates who have registered for your respective session to introduce yourself and seek from them the issues they like to discuss as this will help you in your preparation.

Depending on the number of delegates, you may either break them into smaller groups or run a whole group session.

Please note that if you are not experienced in running a SIG or need help because of the size of the group, <Conference-Convenor> and I are happy to co-chair with you. We have scheduled a brief catch up on XXXXXXXXXXXXXXXX just before the SIGs. See you then and all the best.

If there are any queries relating to chairing the SIG, please contact me.

Regards,

<Conference Convenor>

APPENDIX B

ISANA Life Membership Nomination Form



LIFE MEMBERSHIP NOMINATION FORM

Nominee Details

Name:

Address:

Telephone:

Email:

Nomination Submitted by: _____

Signature: _____

Date: _____

APPENDIX C

Sample Meeting Agenda



Branch name Branch Meeting

Date

Venue:

AGENDA

Time Meeting Opens

1. Apologies
2. Guest Speaker and/or Topic for Discussion:

Break/refreshments

3. Minutes/report of the Previous Meeting
4. Treasurer's Report
5. National ISANA: ISANA Council update
5. Institution Issues and Members Discussion
6. Items for Noting
7. Any other business

Time Formal meeting concluded.

Next Meeting: *Insert details about the next meeting*

How To Conduct A Successful Meeting

Notes supplied by Hedley Reberger SA branch

Meetings

The Objectives are:

- To understand what a meeting is and know the difference between formal, informal and consensus meetings.
- To understand why and when you have a meeting.
- Is the meeting for the Branch Committee or is it open to the full membership?

Commentary

Meetings are the formal channels of communication; these are the places decisions get made. A lot can be accomplished when people have a clear sense of direction. Some of the common goals of a meeting are to:

- Exchange information
- Solve problems.
- Make decisions.
- Share concerns.
- Explain issues.

Meetings bring together people with different ideas and experiences. Members at a meeting have the opportunity to:

- Combine skills to reach solutions.
- Brainstorm ideas and develop combined solutions.
- React to others' ideas.
- Express their own thought.
- Agree through rational argument and logic.
- Compromise to meet the needs of all.
- Actively participate and achieve the goals of the meeting.
- Improve and promote teamwork.

Meeting Preparation

- You need to prepare for all meetings.
- Leadership is an important ingredient in any organisation; so, too, is management. Both are necessary components of accomplishing objectives at meetings.
- Leadership is involved in the process of creating new approaches and innovative ideas, envisioning a purpose, and enrolling others as co-creators.
- Management is the reactive process of maintaining the status quo, organising resources to accomplish a goal, and solving problems that threaten to interrupt progress.
- Both are needed for effective meeting to take place.
- Good Meetings Don't Just Happen

Good Meetings require:

- A Time
- A Place
- An Agenda
- Information
- Discussion
- Leadership from all concerned

A Summary to Conducting Effective Meetings

- There are times leaders are needed to provide new direction and there are times when managers' skills are required to keep things on course. In meetings people take on different roles depending on their capabilities, interests, and timing.
- Components of a good meeting include a good agenda, a good facilitate, and timeliness.
- Agendas can be prepared in advance of the meeting by a committee or can be done at the start of the meeting.
- Regardless of whether 5 minutes or ten hours goes into planning the agenda, it is essential that there be one.

Agenda

- Usually, the Agenda is written up on paper and circulated or placed strategically for all to see. Attendees agree at the beginning how much time to devote to each item of business.
- Some meetings choose to star items for discussion and accept all un-stared items on mass. Someone may be requested to be the timekeeper to keep the group on schedule.
- The Chairs role is to keep people focused and to see that all points are addressed, and all voices heard. Anyone can act as chair, but usually this is an appointed position.
- Newcomers to the meeting process should observe several meetings before attempting to Chair one, since groups take on their own culture, and meetings reflect this.

Research

- You need to research any available information before the meeting so you can contribute. You also need to think about agenda items beforehand, how, and why you feel certain ways and how to articulate this during the meeting.
- You may wish to ask questions about an agenda item before the meeting, questioning shows our interest and concern to employers.
- Read all the agenda papers prior to the meeting.

Meeting Etiquette

- Never be late, arrive early get all your agendas and writing materials prepared.
- Refrain from distractions (do not do drawings of other staff, make jokes or whisper to the person next to you)
- Avoid unnecessary interruptions. Do not take phone calls, messages etc. Book the time out in your diary and make other issues wait until the meeting is over.
- Observe time limits, be concise, let others have a say and help facilitate their achievement of the agenda where possible.
- Stay until the end. Follow up and action sheets are often organised at the end of a meeting.
- Comply with the Chair's instructions.

When others speak

- Listen carefully. Each speaker deserves your full attention. Careful listening prevents you from missing information and formulating wrong impressions.

- Remember everyone has a right to express their opinion, avoid making hasty judgements of other ideas. Allow others to express themselves, respect their opinion, do not jump in.
- Be courteous to all members at all times. Never be dismissive or attack people's integrity.
- Consider others ideas and try and rework your own including parts of theirs. Refining and further development of ideas is what meetings are about.

When you speak

- Express yourself clearly.
- If you need to explain something in detail, remember to summarise.
- Include everyone through appropriate body language and speaking to the whole group.
- Consider others' ideas and try and rework your own including parts of theirs. Refining and further development of ideas is what meetings are about.

The five Key principles for effective meetings are:

1. Maintain or enhance self-esteem among participants.
2. Listen and respond with empathy.
3. Ask for help and encourage involvement.
4. Check for understanding.
5. Make procedural suggestions.

1. Maintain or enhance self-esteem among participants.

- That's a good idea...
- I really appreciate that.
- Thanks for taking the time.
- Congratulations.
- I'm glad to hear that.
- It's good talking with you again.

2. Listen and respond with empathy.

- I understand how satisfying it can be to
- I understand how disappointing it can be to
- I see why you feel that way. It can bewhen
- I'd feel ...too, ifhappened to me
- Something like that happened to me once, I understand how you feel.
- It must be difficult (exciting, rewarding etc) To have that happen to you.
- It sounds like your happy (sad, pleased, annoyed etc) about ...

3. Ask for help and encourage involvement.

- What did you have in mind?
- How do you think we should handle that?
- Do you have any ideas on?
- How would you like to proceed?
- When would be the best time to meet?

- How much time do you think we need?

4. Check for understanding.

- Did I hear you say..
- Am I right in saying
- If we did that, wouldn't that mean.....
- So, what you're saying is
- Let me see if I understand.
- In other words the point is.....

5. Make procedural suggestions.

- May I suggest that we come back to this after?
- This item appears later in the agenda, should we discuss it then or now.
- Could I suggest that we get back to the subject of ...
- We will ask around the table and quickly get everyone's ideas about...
- Perhaps we should all read the report (briefing paper etc) before we ...

Minutes

- Be sure that someone takes notes of the meeting. Formal meetings have very prescribed requirements of these notes.
- Not so formal meetings can just be a simple page of point forms describing what happened, any resolutions and an action sheet for who is responsible to do things discussed at the meeting.
- The minutes, however, should at least detail the date, time, and place of meeting, who was there, who was not, an outline of all subjects discussed, any decisions reached, and relevant opinions and ideas offered during discussion, including participant who offered the idea, any resolutions and what needs to be done and who is doing it.

Formal meeting procedure

- Many meetings are run to a formal meeting procedure, this is sometimes called the parliamentary procedure.
- It is a set of rules used for formal debate. The rules cover the conduct and governing of meetings. The rules protect everyone's right to be heard and allow decisions to be made without confusion. The most common set of rules is Robert's Rules of Order.

The consensus meeting process

Main steps in a consensus process:

1. Issue	A problem is stated.
2. Discussion	What needs to be decided is discussed, as well as concerns.
3. Amendments	As members bring up ideas and solutions, others add to them or alter suggestions. As one member explained, "It's not consensus if you don't have the benefit of the other person's wisdom."

4. Test for Consensus	The facilitator draws the discussion to an end by stating a proposal that summarises the group's direction or preference. The group agrees or disagrees, and more discussion follows.
5. Proposal	If agreed, a formal proposal is stated, and there is a call for any concerns about it.
6. Formal consensus:	The concerns are discussed until consensus is reached.

When someone does not agree with the proposal, they can block the consensus. Blocking is a refusal by a member to go along with a proposal and can give the individual the power to block the group. There are several levels of blocking; for example, a member can agree to step aside from the decision-making or to have his or her objections recorded.

A model for formal consensus process

Consensus is a group decision - which some members may not feel is the best decision but which they can all live with, support, and commit themselves to not undermine - arrived at without voting, through a process whereby the issues are fully aired, all members feel that they have been adequately heard, in which everyone has equal power and responsibility, and different degrees of influence by virtue of individual stubbornness or charisma are avoided, so that all are satisfied with the process. The process requires the members to be emotionally present and engaged; frank in a loving, mutually respectful manner; sensitive to each other; to be selfless, dispassionate, and capable of emptying themselves; and possessing a paradoxical awareness of both people and time, including knowing when the solution is satisfactory, and that it is time to stop and not reopen the discussion until such time that the group determines a need for revision

Level 1	<ul style="list-style-type: none"> • General Discussion • Call for consensus • Yes - issue resolved, consensus reached • No - go to level two
Level 2	<ul style="list-style-type: none"> • List all concerns • Discussion • Call for consensus • Yes - issue resolved, consensus reached • No - go to level three
Level 3	<ul style="list-style-type: none"> • Restate concerns (one at a time) • Unresolved concerns listed • Questions, which clarify the concern • Discussion limited to one concern • Plan for Implementation • Are all concerns resolved? • Call for consensus • Yes - issue resolved, consensus reached • No - go to closing options
Level 4	<p>Closing options consensus Declare to withdraw the issue</p>

- Working through differences pulls people apart and brings them together. Sometimes this happens in a linear sequence, but it is more likely to take a less logical form. At times, a decision-making process will divide the group temporarily, bringing some people closer together and driving others further apart. This is the assumed scenario in a typical voting process. But consensus rebels against the winner/loser side effect of majority rule decision-making.
- Consensus is becoming an accepted form of decision-making. Certainly, it takes more time and energy to accomplish things through consensus, but decisions tend to be better than those arrived at through traditional voting methods. With consensus, no one is working to undermine the group. Issues or concerns are confronted during the discussion process before a decision is made.
- When all else fails the decision is to be decided by voting.

Guidelines For Ethical Decision Making

Ethical Decision Making is the process of critical reflection, evaluation, and judgement through which an ISANA member resolves ethical issues, problems and dilemmas. Ethical dilemmas arise when an ISANA member must make a choice between alternative courses of action, each of which is supported by moral considerations, yet each of which will result in an outcome, which is in some way undesirable.

These can occur in diverse circumstances when advising international students: Two examples are:

1. When the interests of the student's conflict with those of various other parties, or with those of the ISANA member or their employer.
2. When the ISANA member's ethical responsibilities conflict with the interests of other professionals, professional groups, agency policies/procedures or government departmental requirements.

When ethical values conflict, ISANA members have a responsibility to decide which will take priority. In this process of decision making, the following principles should be incorporated:

- Having full and relevant information on the matter about which the decision is being made.
- By taking reasonable steps to ensure that the decision making is being undertaken in an ethical manner,
- Being open in the decision making process, within the appropriate confidentiality requirements of the ISANA member's employer organisation.
- Being accountable at all stages of the advising role and the decision making process.

In making ethical decisions, consultation with ISANA colleagues, supervisors and/or other competent professionals is advisable. Such consultation is not unethical when the situation is outside the ISANA member's area of expertise. ISANA members are often called upon to justify their decisions and should be able to clearly demonstrate the factors involved in arriving at these decisions.

Conflicts of Interest

Conflicts of interest may arise when an ISANA member's dealings with an international student result in, or may influence, or be perceived to result in, influence over the member's capacity to work in an impartial manner. When a conflict of interest is foreseeable, or actually occurs, members must identify the conflict of interest, declare it to the relevant authority and take appropriate action (e.g., referral to another party, record keeping, mediation, or follow up).

Involuntary Students

ISANA members are sometimes required to attend to students who present unwillingly or involuntarily as a result of conflict with their institution, other students, sponsoring bodies, or agents, etc. When addressing such conflicts, consultation with other professionals is recommended. As far as possible, ISANA members should be open with the students about such conflicts and should seek to involve students in identifying and negotiating the best possible outcomes.

Multiple Students

When dealing with students or a group of students in conflict, the ISANA member should clarify with all parties whose interests will take precedence and make clear their objectives for conflict resolution. As with involuntary students, members should be open with all parties and should seek to involve all parties in identifying and negotiating the best possible outcomes.

Confidentiality

Taking into consideration the privacy or confidentiality policies of their employer organisation or institution, ISANA members are sometimes faced with difficult dilemmas in terms of reporting, with parties such as Immigration authorities, sponsors, agents, and families.

ISANA members are ethically obliged and justified to share information that will enhance the student's welfare or that will inform relevant decision making. Such disclosure may constitute a legitimate breach of confidentiality.

On the other hand, the ISANA members may decide that maintaining strict confidentiality is ethically justified in certain circumstances. However, when this decision conflicts with legal disclosure requirements, the ISANA member may not be protected from legal sanction by relying on the ISANA Code of Conduct (Ethics) and these guidelines for ethical decision making.

Confidences may be revealed without student consent when compelling ethical or legal reasons prevail, for instance, to protect students, staff, or the wider community where the ISANA member becomes aware that there is a risk to the student's safety or the safety of others.

Students should be notified when disclosure without consent is intended or has occurred unless there is a risk of potential harm to any party.

Workplace

Conflicts may arise between adhering to ISANA's Code of Conduct (Ethics) and carrying out employment demands that are inconsistent with the Code's provisions. Tensions among ethical considerations, official orders, the interests of students, contractual agreements, and the need to remain employed may be difficult to balance and resolve.

In these circumstances, ISANA members should seek the support of ISANA colleagues, co-workers, supervisors, and managers where available. When the employer's interests or instructions conflict with ethical practice considerations, ISANA members should make this clear to the employing authority, and attempt to negotiate a solution, protecting the best interests of the international students where they are involved.

If serious ethical conflicts continue, advice and support should be requested from ISANA's Council, other pertinent departmental or representative groups, or the wider community. However, challenging the employers on ethical grounds may expose ISANA members to organisational/institutional or legal censure. Members should acknowledge and take account of this in developing strategies to address the situation.

Conscientious Objection

In exceptional circumstances, conscientious objection may be justifiable grounds for redirecting or referring a student to alternative means of assistance. Given the diversity of reasonable ethical views held within the ISANA membership, the rights of members who elect not to engage in work with international students that offends against deeply held personal, moral, spiritual, or cultural convictions should be respected. However, conscientious objection must be based on reasoning that is consistent with ISANA's aims, values and principles, including a clear understanding of the member's role and duty.

APPENDIX D

ISANA Council Positions

Council members operate in a range of work roles across Australia and provide the human infrastructure of the Association. Council membership is a challenging role but offers outstanding professional development in a range of areas.

Council members are often relied upon to represent ISANA in reference meetings and working groups convened by government and other agencies, and this provides an opportunity to meet with a wide range of people inside and external to your normal work role.

General note:

Members wishing to stand for office need to be mindful of their professional capacity to fulfil their obligations in office, including time management, as there are regular out of hours commitments. Anyone holding office needs to be mindful of potential conflict of interest, and to be aware of, and commit themselves to, the Objectives and the ISANA Code of Conduct (Ethics).

ISANA Council

The ISANA Council is the Association's governing body, made up of voluntary members elected by the membership for a two-year term. The Council meets as a group for an annual planning weekend, and again at the Annual ISANA Conference. Tele/video conferences are also held during the year as required to discuss and resolve issues. The Council makes most decisions by consensus and consults directly with the membership through the **Branch Presidents**.

The ISANA Council comprises an **Executive Group** and the **National Executive**. (see organisation Chart – page 11)

Members have a direct voice on Council through their **Branch President** and committees, the core of the Association's activity. **Additional members** contributing specific and valuable expertise include the National Conference Convenor and the Immediate Past President.

A person seeking nomination to Council MUST:

- Be a full financial member of ISANA.
- Support the mission of the Association.
- Have a strategic view of the Association.
- Have some experience of ISANA as an organisation.
- Be keen to contribute time and effort to support and develop the Association.
- Be available for Council meetings.
- Be available for the Council Planning weekend, and preferably for the Annual Conference, or nominate a reliable alternate.

The person should:

- Be keen to work in a team of people operating across Australia, physically and electronically.
- Be familiar with the ISANA Constitution and the ISANA Code of Conduct (Ethics) and be prepared to work with these documents.
- Be familiar with current professional practice and the relevant legislation governing operations in international education.
- Be currently working or volunteering in a position which is representative of the key roles of the ISANA membership.

The ISANA President oversees the operations of the Association and ensures that the needs and interests of the membership are brought to the attention of Council and other relevant groups. The President is responsible for:

- Representing ISANA in a range of forums, and working with affiliated groups
- Maintaining and managing a budget
- Meeting obligations under the Incorporations Act
- Managing the organisation through its Council, and supporting Council members
- Negotiating any contracts or agreements with external bodies
- Convening Council meetings and preparing the agendas for these meetings
- Taking a leadership role, and in consultation with the ISANA Council developing strategic direction encouraging development, according to the Association's objects and mission statement
- Ensuring that ISANA members' interests are met, and the Association is represented at relevant forums and events
- Maintaining and developing relationships with affiliated bodies, including student associations, and other professional associations
- Providing an active liaison role with government and external bodies with the view to representing ISANA's interests, and those of its members
- Overseeing the communication function of the Association, including standards and protocols
- Promoting the services and products of ISANA and its Branches
- All media contact and statements

The ISANA National Vice President is the liaison between the National Council and Branches. The Vice President:

- Is the first point of contact for Branch Committees to advise on issues of concern.
- Will triage issues to be brought to the attention of the National Council or President
- Where possible will attend via tele/video conference Branch meetings
- Is part of the Executive Committee
- Assists the President with media and communication advice/releases
- Drafts ISANA Submission responses
- Deputises for the President when required

The ISANA National Professional Development Vice President develops and manages the Association's Professional Development program, which is one of ISANA's major contributions to its members. The National, Professional Development Manager is responsible for:

- Coordinating a professional development working group
- Coordinating the development of professional development materials
- Inviting and responding to suggestions for professional development improvement
- Monitoring and communicating evaluations conducted at ISANA workshops
- Working with branches to develop and deliver professional development activities
- Liaising with council on strategic information and planning relating to professional development
- Contributing to professional development activities, e.g., developing and/or delivering workshop
- Working with the ISANA Council to manage the bursary program
- Oversight of the National Conference and National Conference Convenor

The ISANA National Planning and Development Vice President is a strategic position, which works with the members of Council to guide direction, and to assist in the effective implementation of strategy set by Council each year.

Typical tasks include:

- Work with planned and proposed constitutional amendments
- Work within the council and in collaboration with the membership to strengthen ISANA as an organisation
- Assist and advise in the building of relationships with affiliated groups such as peak bodies and other international associations
- Advise and assist in policy development
- Contribute to the strategic planning of ISANA
- Participate in planned activities and communication of these to others
- Assist in the preparation of ISANA's Annual Report to members
- Support the President with allocated tasks as these arise.
- Initiate ideas and strategies for discussion by Council and Members

The ISANA National Communications Manager is responsible for overseeing all internal and external communications for ISANA. This position ensures ISANA's message to members, stakeholders and the wider community is consistent and engaging.

Typical tasks include:

- in consultation with the President develop drafts and distribute media comment or information on current or relevant events or topics
- prepare detailed media reports, press releases and marketing materials
- advise the National Council of urgent topics or events for comment or discussion
- liaise with, mentor and direct Branch Communication coordinators
- promote upcoming ISANA related activities both National and Branch (with Branch Communication coordinators)
- primarily responsible for ISANA's social media content and regular newsletter
- work with the Secretariat to ensure that ISANA webpages are current, topical and contain ISANA's social media feeds
- engage with the media to assist in raising ISANA's profile

The ISANA Treasurer:

- Prepares the annual budget in conjunction with the President.
- Liaises closely with Branch officers on budgetary, financial and GST matters.
- Assists the ISANA Council with advice relating to the management of accounts, expenses and Branch funds
- Contributes to financial management and associated documents for strategic planning and development
- Works with the appointed auditor, and ISANA Secretariat, to meet current obligations and professional practice
- Attends Council meeting and briefs Council on financial matters
- Prepares a report for the Annual Report for presentation at the Annual General Meeting.

Branch Presidents provide a core component group on Council as they represent members at the local level. Branch Presidents have key leadership responsibilities which include:

- Convening and managing a Branch Executive Committee
- Acting as the link between branch members and the ISANA Council as a whole
- Convening and running regular branch meetings
- Representing issues and leading discussion on matters of common or local interest
- Ensuring accurate Branch financial records are kept and audited
- Ensuring that branch meetings and activities are recorded and communicated for the benefit of the association as a whole
- Initiating and overseeing the professional development activities of the Branch
- Forming cooperative partnerships with other branch executives, and with external groups (on approval by Council)
- Taking an active part in all council activities and meetings, and reporting these to the Branch.

ISANA Secretariat

National Executive engages a secretariat to provide the administrative and functional services for ISANA.

The secretariat may be engaged through a contract or direct employment.

The minimum tasks and responsibilities of the Secretariat are listed below, however, Council will determine the tasks required by the secretariat when undertaking new engagement of a secretariat.

Minimum duties:

- The Secretariat is the first point of contact from the broader membership and the public.
- Responds to and acts upon matters arising from these enquiries.
- Maintains the membership database.
- Responds to operational enquiries and redirects these as appropriate.
- Provides administrative and functional support to the President, Council Members, Branches and various Committees as directed by the President.

Significant Tasks:

- Represents ISANA when directed by the President.
- Travels on behalf of ISANA if required to:
 - Attend the National Conference and provide a secretarial service to delegates.
 - Attend Council Conferences and provide a secretarial service to the Council.
- Liaises with the Conference manager when required.
- Prepares and distributes agendas for Council meetings in collaboration with the President.
- Provides minutes of these meetings.
- Prepares and distributes material for the ISANA Annual General Meeting.
- Takes minutes of the ISANA Annual General Meeting and follows up required actions
- Assists in the administration of the ISANA Bursaries.
- Assists in the administration of the ISANA awards.

UNOFFICIAL

- Arranges travel and accommodation for the President when required.
- Arranges teleconferences.
- Prepares the ISANA Newsletter.
- Prepares the Annual Report.
- Collaborates with the Treasurer and Auditor in relation to the Annual Report and financial statements.
- Liaises with design and print personnel in relation to stationery/ resource requirements.
- Oversees the ISANA website.

On a daily basis, the Secretariat:

- Answers emails and redirects where appropriate.
- Collects the mail and redirects where appropriate.
- Provides a banking service for the Treasurer. This includes banking cheque payments, writing cheques for payment of accounts, maintaining banking records.
- Cross-references bank statements against membership applications. This includes phoning or emailing institutions to clarify payments made by them.
- Maintains and updates the membership database.
- Liaises with the appointed bookkeeper.
- Liaises with Branch Officers.
- Pays accounts and keeps records of payments.
- Promotes ISANA at every opportunity.