

communication is, imparting or exchange of information  
conducted via the (radio) channels of portable, mobile and stationary tele-communication devices  
(radio, television, telephone, video, computer, internet, wireless mobile, etc.)

professional is, belonging to a profession; following a vocation  
as a means of livelihood; maintaining proper standard

NETWORK

Association for Tertiary Education Management Inc

# ANNUAL REPORT 2005-2006



*Your Partner in Developing Your Career*

[www.atem.edu.au](http://www.atem.edu.au)

Association for Tertiary Education Management Inc  
**ANNUAL REPORT 2005–2006**

*This report covers the period 1 May 2005 to 30 April 2006.*

## **I. INTRODUCTION**

I am pleased to be able to present this Annual Report, which covers the period 1 May 2005 to 30 April 2006.

I have been pleased to accept the opportunity to serve as President of ATEM for a further term, and to have a hand in the changes that the ATEM Council have agreed need to be made, and the developments that have become the Council's priorities. I have had the pleasure now of serving as President of ATEM since October 2003, and it is good to look back and realise the rapid developments that have taken place since that time. ATEM remains the only professional association of those who lead and manage the various elements of the tertiary sectors of Australia and New Zealand, and we must remind ourselves that any achievements and advances we may make through our individual members through the Branches of ATEM, also have a real impact on the effectiveness and impact of the institutions and agencies in with the tertiary sectors. We should all be conscious as this business year comes to an end, of the commitment and involvement of those members who have moved ATEM along the path we all agreed was right for the Association. I also remain grateful for the willingness of those on the ATEM Executive, the ATEM Council, and the ATEM Foundation to give of their time and talents and creativity to push and lead ATEM in our attempts to address many of the issues we have known we have had for some years and been unable to work through. There has been a real change in climate through the work of those fine members in leadership roles, and a real sense that this is the time to make the changes we all accept will make a difference. To be blunt, as with all voluntary associations, we will strike problems in convincing some of our members to move on and embrace the changes the Council has given such priority – we just all have to communicate better what is envisaged, and keep moving forward.

The TEM Conference in Perth was something of a milestone for ATEM, in that it was during that Conference that we cemented in the concept that this major event in the tertiary education calendar for Australia and New Zealand was now so important and had grown so large, that its management needed continuity and professionalism. We came to the decision that we needed a Professional Conference Organiser (PCO) who would have an initial three-year contract with ATEM and TEFMA, and bring that continuity and expertise to the management of the TEM Conference. That is not enough, however, and the real “engine-room” of the TEM Conference is the input and creativity and leadership of the local organising committee from the two partner professional associations. Perth was a fine conference and the locals there are to be congratulated. TEM 2006 will be one to remember also. It is the one that marks the 30th Anniversary of the founding of AITEA/ATEM, and will be the first with our on-going PCO, Leishman Associates from Tasmania. We look forward to a fine Sydney conference, and a productive association with our PCO.

I said last year that I was “also very pleased to have been a small part in the way that the ATEM Council worked together to come up with a plan and structure for the financing of ATEM activities through ATEM, its Branches and by refocusing the Foundation”, and I talked then of “a generally healthy tension between the needs of ATEM itself and the needs and efforts of the Branches”. That has proved to be the case, in that the tensions I mentioned a year ago have become the catalyst for good and healthy debate among those who are developing the new financial structure, and have pushed this development on so well in the past year. There have been changes in the Branches in a lot of places, and yet the new teams have come strongly in behind the



Council decisions and have accelerated the changes needed to realise the vision we all now share. The Financial Management Advisory Committee will implement the decisions made through the May 2006 meeting of Council in Canberra. This will ensure that the decisions of Council that ATEM Inc is a single professional association and that our structures and financing will support that fact, are cemented in place for Council and the Branches.

In last year's report to ATEM I highlighted three developments I said we put in train for ATEM in 2005-06.

1. The first was to develop the relationship with AVCC through the strong support ATEM now enjoys from John Mullarvey, the Executive Director of AVCC. I was fortunate to again be invited to be a full member of the Senior Staff Seminar in 2005, in Perth, and to have a chance to work alongside senior colleagues from Australia. That link will continue to be strong.
2. The second was to give that relationship some tangible form through the introduction of the joint AVCC/ATEM courses. The first of those was a very successful pilot course in Darwin, managed by Susan Scott from AVCC, supported by Margie Cole as the ATEM "leader" of this process, and supported locally by excellent work from the revitalised NT Branch. We now have a formal agreement with AVCC around the relationship, the joint courses, and the statement of support from AVCC on our own ATEM courses, and planning is underway for the next round of courses (Western Australia and South Australia).

3. The third was the introduction and implementation of the new membership levels and the PD requirements around those membership levels. This has been a great step forward for ATEM and the profession, and will now develop quickly and be accepted by members as good for their own development.

We have done well over the past year. ATEM has a vibrancy in the Branches that is very good to see. The Council meeting in May 2006 will be characterised by much greater input into the agenda and the discussions by Branches and Branch Presidents, the financial structure will be implemented and supported, and ATEM will move forward again because of the involvement of the Branches in the key decisions. This is all achieved, we have to remind ourselves, through the work of people who also have busy and demanding jobs in the sector, and who work for ATEM as volunteers. I am grateful for the willing way that ATEM members in leadership roles give of their commitment and expertise. I am also grateful for the support we get from our Secretariat. The two fine members of that operation give ATEM more than we could ever afford to pay for, and do so in a unique and special way. They are both personally committed to ATEM and what it stands for, and that means their results are beyond what we could expect of them. My thanks to everyone.

Kind regards

**Tom Gregg**  
**President, ATEM Inc.**

# ANNUAL REPORT 2005-2006



## **SOME HIGHLIGHTS**

- Useful discussions were held with the AVCC Executive Director John Mullarvey and the Director of Training Susan Scott on the potential for collaboration in the field of Continuing Professional Education and Training. A partnership structure was agreed, and implementation of the first course for HEW 5-7 staff was organised in the Charles Darwin University. It was very well attended which bodes well for the future.
- The new grades of membership, introduced in January 2005, have taken on well. Major work on the ATEM web site and the e-commerce facility was carried out successfully.
- The ATEM Foundation continues to grow with contributions coming in from the Victorian and New South Wales Branches and the Emeritus Chapter (The Ghosts).
- A very successful Tertiary Education Management Conference was held in Perth in September 2005.
- A survey of all ATEM members was carried out, courtesy of the SA Branch. It sought feedback on our publications and communications. It found that all ATEM publications are needed, and appreciated by, the members.
- Continuing improvements to the ATEM Web Site, including the introduction of many minor improvements and refinements to the Content Management System.

# ANNUAL REPORT 2004-2005



## 2. 2005-2006 PRIORITIES

KNOWLEDGE IDENTIFICATION		
Priorities	Outcome	Benefit to ATEM Members
1. Continue to develop the ATEM website so that by the end of 2006, it incorporates an electronic clearing house of academic and practitioner knowledge about TEM.	The Association continued to encourage members to publish their work on the Association website. The sites are scattered through the web pages, and include being published in the proceedings of Branch Conferences and the Annual TEM Conference, and in 'Occasional Papers' and in 'Research Undertaken by Administrators'.	ATEM provides information essential to the members' work and to their institutions.
2. Develop a process so that members can routinely help identify knowledge important to their professional practice.	Now that the web site has a search bar, it provides members with a huge array of material at their fingertips.	Ease of access to an information-rich source.
3. Continue discussions with appropriate groups to define standards and core competencies needed for TEM.	The discussions with the AVCC and the NZ Ministry of Education are assisting with this program	Recognition of the members as being increasingly professional is being enhanced

KNOWLEDGE CREATION		
Priorities	Outcome	Benefit to ATEM Members
4. Continue to develop the ATEM Scholarships and Grants program that is focused around creation of knowledge about TEM.	All scholarships and grants for 2005-06 were taken up.	The members' projects broaden their skills and sharpen their perceptions.
5. Work collaboratively with AVCC, NZVCC as key players, and with other like organisations on definitions and standards in TEM.	See 3 above	See 3 above
6. Establish links with universities and other organisations teaching and researching in TEM and provide funding for projects designated by ATEM as requiring development.	Our overseas links were expanded to include the Association of Caribbean Higher Education Administrators. No research projects were funded in 2005-6	ATEM's links with other professional organisations are growing in their reach, providing members with many useful contacts.

# ANNUAL REPORT 2005-2006

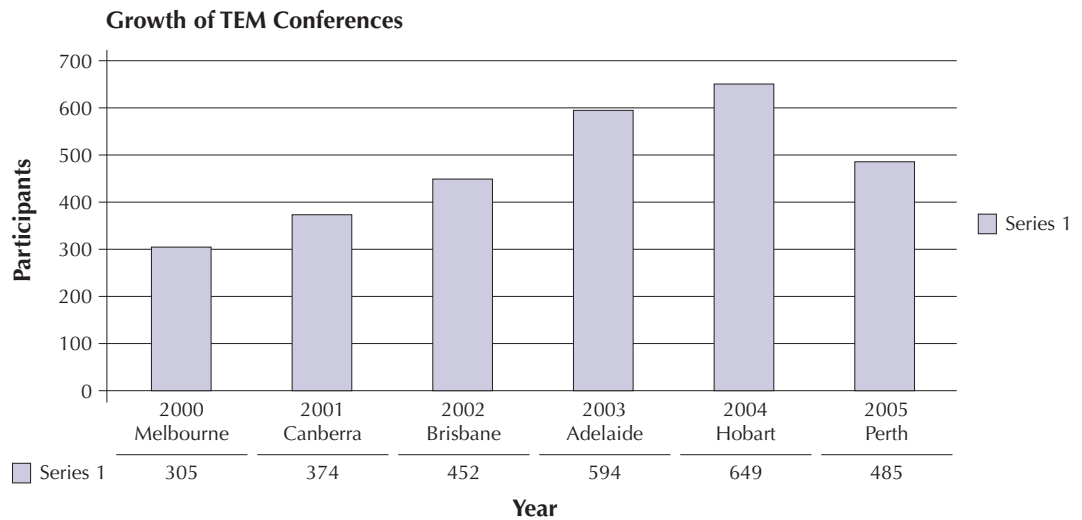


KNOWLEDGE DISSEMINATION		
Priorities	Outcome	Benefit to ATEM Members
7. Continue to publish <i>ATEM Matters</i> and <i>Weekend Update</i> as the primary means of communications to members.	The Members' Survey has found excellent acceptance of these media.	A ready and convenient source of information.
8. Continue and develop the use of a single PCO in the effective coordination of the key TEM Conference each year, including sponsorship.	Leishmann Associates appointed as PCO for 2006, 2007, and 2008 TEM Conferences.	Learnings from one conference inform the next, improving the standard of conference organisation and controlling costs.
9. Maintain the archival record of TEM Conference Papers using the Pandora Archive of the National Library of Australia.	All papers from each Conference since 1999 are maintained in the Pandora Archive of the National Library	A convenient and searchable source of information for members
10. Assist the Branches in the details of TEM Conference organisation when requested.	The ATEM Secretariat and the PCO provide all conference organisers with the comprehensive ATEM Conference Manual	See 8 above
11. Establish and develop links with like organisations internationally, and related organisations in Australasia.	See 6 above	See 6 Above
12. Focus the <i>Journal of Higher Education Policy and Management</i> on the intellectual context for TEM, combined with practical application of that knowledge.	The Journal has published over 1 million words since inception since 1979. It is planned to digitise this database and provide access to it via the ATEM Web Site.	Members will be able to search this immense source of knowledge about TEM.
13. Make <i>Good Practice Guides</i> available to members as a benefit of membership.	There are currently five editions of the Good Practice Guides available on sale from the ATEM Secretariat	Members can purchase the Guides and improve their knowledge of best practice.
14. Continue to develop and manage a web-based information resource on professional development activities across the organisation.	All ATEM courses are currently kept on the web and updated regularly	Members have a ready source of information about opportunities in professional development.
15. Make submissions to relevant working parties and inquiries in Australia and New Zealand as appropriate.	No Submissions were made in 2005-6	-
16. Facilitate member interaction at Education and Training sessions, conferences and online forums.	ATEM offers a multitude of ways of interacting with colleagues, either face to face or over the web.	Allows exchange of best practice.
17. Develop and enhance the partnership now signed with AVCC to increase and strengthen that relationship through the joint provision of professional development opportunities for members.	One course was run successfully in Darwin. Others are planned for Perth and Adelaide	Through our partnership with the AVCC, ATEM is bringing quality professional development to areas where access to these courses is often difficult.

# ANNUAL REPORT 2005-2006



KNOWLEDGE APPLICATION		
Priorities	Outcome	Benefit to ATEM Members
18. Continue Professional Education and Training Programs (incorporating staff exchanges) operational in 2006 and further developed beyond that date.	There are a few expressions of interest in staff exchanges originating in Australia, and from overseas (chiefly from the UK).	Gives members a link to exploit when needed.
19. Closer linking of corporate membership through closer involvement in Education and Training Programs.	The Corporate Members are invited to participate in all ATEM activities	Members of ATEM get an opportunity to interact with the institution's leadership.
20. Encourage members to raise their level of membership category through participation in Education and Training Programs	In 2005-6 we approved the following applications: Fellow 36; Associate Fellow 20.	Members can now prove their professionalism and commitment to continuous education and training.
21. Promote the new membership levels to members as a means of obtaining recognition for excellence and service.	The new levels have been promoted through 'ATEM Matters' by listing names, through 'Weekend Update' and by Membership Coordinators.	See 19 above
22. Encourage members to participate in Education and Training activities, both as learners and teachers.	Many senior ATEM members are involved in course presentations	Members benefit from the experience of senior members.
23. Implement the updated ATEM Awards to reflect contributions by members to the development of the profession and improvements in professional practice.	The Awards have been successfully implemented	See 19 above



### The TEM Conference

It is interesting to see that attendance at the Annual TEM Conference has more than doubled over the last 6 years, but dipping slightly to 485 delegates in 2005.

There were four Pre-Conference Workshops which attracted 82 registrations. The themes were Exploring Future Worlds: A Scenario Planning Workshop; Work/Life Balance; Equal Access – A Hands on approach to understanding the real issues; and Understanding Innovation.

The Theme of the Conference was “Surviving or Thriving: Forging the Way in the New Landscape”

The 2005 Conference attracted excellent industry support, with the following sponsorships:

**Major Sponsor:** Australia Post

**Other Sponsors:** Unilodge, Custom House Global Foreign, Exchange, Technology One, BEIMS, Jade Software Corporation, Interface, Bassett, Callista, RBB, Technicard, Wood & Grieve ENGINEERS, Lyons, United KPFW, Freehills, BGC Construction, Resolve FM, Woods Baggot.

Trade Exhibitions were again popular and included a record number of 24 Exhibitors, up two on 2004.

The social program was excellent.

### Journal of Higher Education Policy and Management

The *Journal of Higher Education Policy and Management* continued to flourish under the direction of its two Joint Editors: Ian Dobson of Monash University and Angel Calderon of RMIT. This year the design of the Journal adopted a greater compatibility with the ATEM Brand. The Journal has now published one million words since it began in 1979. This archive is in the process of being digitised and will soon be accessible through the ATEM web site.

### ATEM Matters

ATEM’s popular electronic newsletter ‘ATEM MATTERS’ edited by Councillor at Large Toni Hodge of the University of Canterbury was published in July and October 2005; and February 2006 New editor, Councillor at Large Chris Pepper took over in April and published an edition in May, which is outside the reporting period.. ATEM is gratified by the number of contributions coming in to the newsletter.

### Good Practice Guides

The Association continued to purchase the ‘Good Practice Guides’ produced by the Association of University Administrators (United Kingdom and Ireland). These are on-sold to members at the TEM Conference and to Branches.



Guides on sale at the time of writing include: "Milestones Along the Critical Path: project management in higher education", "Can I Quote You on That: a guide to working with the media", "Just A Minute: a guide for committee secretaries", "Supporting Research: from proposal to publication" and "Managing Change: a guide for those working in higher education".

### 3. ATEM WEB SITE

For the reporting period this year we have achieved the following visitation rates, compared to 2004-2005:

2005-6	2004-5	% Gain
228,424 visitor sessions	156,130 visitor sessions	46%
938,258 page views	583,301 page views	61%
4,594,721 hits	3,582,419 hits	91.71%

Because of a steadily rising number of Corporate Members taking advantage of their entitlement to free advertising, it became necessary to make the page accessible to advertisers. This was done in May 2005 and since then the load on the Secretariat has been eased considerably. Corporate Members are now downloading their own job advertisements direct onto the web site.

Another refinement was added in June 2005 in the form of an intranet search engine which searches those pages open to the public on the ATEM web site, and the archived conference papers held in the Pandora Electronic Archive of the National Library of Australia. There are thousands of pages of information now stored in both places, and the job of members finding what they are looking for is now hugely simplified.

Finally, a new page on Postgraduate courses relevant to tertiary education management was added in April 2006. As with "Job Vacancies", this page is available only to Corporate Members.

## 4. ALLIANCES

### International

We continued our strategic alliances with our four overseas sister organisations as listed on our web site: the Association of University Administrators (UK and Ireland) (AUA), the American Association of University Administrators (AAUA); the American Association of Collegiate Registrars and Admissions Officers (ACRAO); and the Association of Caribbean Higher Education Administrators (ACHEA).

Visits to and/or communications with other Associations, also listed on our web site, continued and included:

- American Association of Community Colleges
- Committee of Scottish Higher Education Principals
- Committee of Vice-Chancellors and Principals (UK)
- International Association of Universities
- International Meeting of University Administrators
- Nordic Association of University Administrators

### Local

ATEM has strong alliances with local organisations, especially with TEFMA and AAIR which join us in the TEM Conference. These alliances include:

- Association of Polytechnics of New Zealand
- Australian National Training Authority
- Australian Universities Quality Agency
- Australian Vice-Chancellors' Committee
- New Zealand Vice-Chancellors' Committee
- TAFE Directors Australia.

Links to each of these sister institutions can be found at this URL:

[www.atem.org.au/activities\\_professional\\_links.cfm](http://www.atem.org.au/activities_professional_links.cfm)



## 5. ATEM AWARDS

ATEM makes a number of awards annually to assist members to further develop their professional practice, and to recognise their achievements in this area. ATEM Awards made in 2005-2006 were:

Honorary Fellow

– Grant Harman, NSW Branch

President's Award

– Hilary Langford, Qld Branch

Meritorious Service Awards

– Chris Jeffery, WA Branch

– Neil Voyce, NZ Branch

Certificate of Appreciation

– Patricia Berry, SA Branch

– Alister Richards, SA Branch

Peter Karmel International Travel Grant

– Anne Walker, NZ Branch

Maurie Blank Study Scholarship

– Julie McFarland, Victorian Branch

## 6. MEMBERSHIP

All of our aims can only be achieved by a growing and ever more involved and committed membership.

To this end, Council continued to implement the Marketing Plan, which was created by Councillor at Large, Jan McAdam, in May 2001.

The final stage was completed with the implementation by the Branches of the Membership Coordinators project. By 30 April 2006 there were 40 of these volunteers working in all Branches. The successful implementation of all stages of the Marketing Plan has had a major impact on our growth since it began, as can be seen below.

### Membership Statistics

Membership statistics are a dynamic. Members leave the profession and come into it every day of the year. Below is a snapshot of 30 April 2006, compared to 30 April 2005.

Branch	Financial Members		Non-financial Members			Corporate Members		Emeritus Members		Total	
	2006	2005	< 90 days	> 90 days	2005	2006	2005	2006	2005	2006	2005
ACT	24	27	3	29	26	23	23	8	9	87	85
NSW	232	345	17	0	8	63	63	9	8	321	424
NT	10	25	3	26	13	5	7	0	0	44	45
NZ	188	122	15	57	100	88	73	4	3	352	298
Qld	105	97	10	11	86	33	28	7	3	166	214
SA	70	79	13	37	37	14	13	2	2	136	131
Tas	46	44	5	19	19	12	9	1	0	83	72
Vic	222	236	21	178	110	38	31	2	1	461	379
WA	73	66	8	48	41	34	36	2	1	165	144
Int	2	1	0	1	4	7	7	0	1	10	13
<b>Total</b>	<b>972</b>	<b>1042</b>	<b>95</b>	<b>406</b>	<b>444</b>	<b>317</b>	<b>290</b>	<b>35</b>	<b>28</b>	<b>1825</b>	<b>1805</b>

(Notes: The columns show the 2006 members compared to 2005 for financial members, non-financial members, corporate members (members, not institutions) and emeritus members (retired members). ATEM has a rolling membership year and there is a 90-day grace period before a person's membership is cancelled. Therefore the non-financial members are separated into less than 90 days and who are likely to renew, and those who are more than 90 days and are cancelled, but kept in the database for follow-up at some point in the future.



The major step forward in Membership matters was the introduction in March 2005 of the new membership levels based of the Professional Development Framework.

The new levels were Student Member and Associate Fellow. Maintaining a level of Associate Fellow and Fellow now requires continuous professional education and training activities.

As at 3 May the following applications had been received under the new scheme.

Branch	Student	Associate Fellow	Fellow
ACT	1		
NSW		5	1
NT			
NZ		5	15
Qld		2	3
SA		0	6
Tas		2	0
Vic		3	4
WA	1	3	7
<b>Total</b>	<b>2</b>	<b>20</b>	<b>36</b>

## **7. THE ATEM FOUNDATION**

The ATEM Foundation is a vehicle for creating a permanent endowment for ATEM Grants and for Education and Training Programs.

The Foundation is growing well with a total of \$62,305.69 now invested. Our income from investments so far has been \$3,389.64.

Our major donors so far have been the Victorian Branch, the NSW Branch and the ATEM Emeritus Chapter (The Ghosts).

ATEM's long term future is looking good as the Foundation is going to be our cushion against the years of drought as they happen from time to time.

The Foundation will endow the Maurie Blank Study Scholarship and the Peter Karmel International Travel Grant so that they can be offered in bad years regardless.

The Foundation's future growth is tied to the size of ATEM. As with so many other things to do with money, we need to get bigger in order to get better.

The current Board of the ATEM Foundation is:  
 Richard Easther (Chair) (Tas)  
 Tom Gregg (NZ)  
 Neil Voyce (NZ)  
 Margie Cole (QLD)  
 Peter Scardoni (Company Secretary) (ACT)



## 8. THE EMERITUS CHAPTER

*Report from Colin Plowman,  
 Convenor of The Emeriti*

In hard dollar terms our support has been as follows:

Sponsor of the ATEM Conference Annual Dinner (2000-2002)	\$1,500.00
Commissioning of the Bust of our Founder, Maurie Blank (2003)	\$500.00
2003-2004 Annual Giving Program	\$2,200.00
2004-5 Annual Giving Program and Raffle	\$1,696.24
2005-6 Surplus from Ghosts' Lunch plus donations	\$1,700.00
<b>Six Year Total</b>	<b>\$7,596.24</b>

However, the Ghosts give much more support in the form of volunteer labour than they do in cash.

## 9. VISITS BY THE ATEM SECRETARIAT

The Secretariat aims to visit Branches whenever possible. During the reporting period

Giles Pickford attended:

- The South Australian Branch Conference in July 2005

Peter Scardoni visited:

- The NT Branch in January 2006
- The Qld Branch Conference in May 2006

Both attended the TEM Conference in Perth which gave them a chance to catch up with the Western Australian Branch.

## 10. PROFESSIONAL DEVELOPMENT AND RELATED ACTIVITIES

Branches are responsible for the organisation and delivery of professional development activities to their members. These range from seminars, workshops, conferences, meetings and short courses. Some Branches also provide financial assistance to members for professional development activities. Branches were busy during 2004-2005 and offered the activities listed below.

10.1 ACT BRANCH			
Date Name of Activity	Presenter	Duration	Number Attended
24 March 2006 Enhancing Management Outcomes	Joint event with NSW Branch <i>(the number of registrations resulted in these people being invited to join the same NSW event on 19 May 2006.)</i>	1 day	2

The level of interest in PD from ACT members has been very discouraging but hopefully that is changing with the appointment of Vice President PD, Tania Willis, who chairs a small PD committee.



**Professional Development and Related Activities (continued)**

<b>10.2 NEW SOUTH WALES BRANCH</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
13 May 2005	Universities Admission Centre/Independent Commission Against Corruption	UAC/ICAC – Coordinated by David Donnelly (Uni of Newcastle)	1 day	32
3 June 2005	School Administrators Forum	Professor Stephen Marshall (Macquarie Uni), Tony Heywood (Campion College), Sandra Meiras (UTS)	Half day	23
3 June 2005	Leadership	Kay Hemsall (UNE)	Half day	18
17 June 2005	Privacy/FOI	Tim Robinson/Anne Picot (Uni of Sydney)	Half day	9
29 July 2005	NSW Branch Conference		1 day	47
19 October 2005	Legal Issues facing Administrators	Dr Greg Tillett (UWS)	Half day	12
2 December 2005	Legal Issues facing Administrators	Dr Greg Tillett (UWS)	Half day	44
3 March 2006 23 March 2006	Management of Change	Glenys Rich (UNE)	1 day each	61 15
7 April 2006	Faculty and School Manager's Forum	Professor Peter Booth (UTS), Tony Heywood (Campion College), Brian Glover (UTS), Sandra Meiras (UTS), Kay Hemsall (UNE)	1 day	30

**Member support activities**

One Scholarship was awarded for attendance at the NSW Branch Conference. Four scholarships were awarded for attendance at the TEM Conference held in Perth.

**Institutional Coordinators and other major branch activities**

The NSW Branch continued to appoint and support Membership Co-ordinators in all institutions. Support included providing funding to hold ATEM events at individual institutions to encourage and foster membership.



### **Professional Development and Related Activities (continued)**

<b>10.3 NORTHERN TERRITORY BRANCH</b>			
<b>Date</b> <b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
AVCC HEW 5-7 leadership course	AVCC	3 days	45

#### **Member support activities**

No support activities due to decline in membership of Executive Committee

#### **Institutional Coordinators and other major branch activities**

As Institutional coordinator, Viv Topham, had resigned from the Executive, Membership Officer Diane Skewes was elected to this position.

<b>10.4 NEW ZEALAND BRANCH</b>			
<b>Date</b> <b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
19 May 2005 Managing Risk, Optimising Opportunity	Anne Walker, Massey Uni Panel from Ministry of Education	Half day	33
30 May 2005 Risk Assessment Seminar	Anne Walker, Massey Uni Panel from Ministry of Education	1 day	30
4-5 July 2005 Branch Conference	Various	2 days	100
31 August 2005 Retention, Completion and Progression in Tertiary Education David Scott, Snr Research	Analyst, Ministry of Education Panel Discussion: Gary Williams, Massey Uni. and John Carlson AUT	Half day	40

#### **Member support activities**

Branch Conference Awards were made to Deborah Elliott, Jenni Tupu, and Rachel Chibnall. TEM Conference Travel Awards were made to Ali Hughes, Wallace Gilbert, and Kim Allan.

Anne Walker was recipient of the Peter Karmel Award.

The Branch President attended two Minister's Tertiary Consultative Group meetings and one Council meeting. VP Ali Hughes attended the September Council meeting.

Maureen Reid reports a very positive response to Seminars held regarding content relevance, presentation, interaction and benefits of collaboration between ATEM and the Ministry of Education.

#### **Branch Conference 2005**

The conference theme focused on the Changing Face of Education. The conference was held at Te Matauranga Maori, at Christchurch Polytechnic Institute of Technology. Due to clashes between university and polytechnic holidays, there was not a time when all institutions were on break, so the event was held in the last week of Semester 2 for some institutions.

This did cause problems for some staff who were unable to attend due to pressure of work. However 100 members from across NZ did attend the 3 day event. This was slightly fewer than the 2004 conference in Wellington and was attributed to variety of reasons:



- a) Timing: as noted above
- b) General budget cuts
- c) Lack of hard copy registration forms  
(internet registration only)

The committee was pleased with the quality of papers submitted for presentation, and the standard of presenters themselves during the conference. There was a good amount of discussion and debate and delegates went away with plenty to think about.

The number of papers submitted, however, was disappointing and the committee did find it difficult at times encouraging first time presenters.

The conference dinner was held at the Christchurch Art Gallery and proved to be a highlight of the conference. The evening was shared with delegates from the Tertiary

Education Facilities Management Association (TEFMA) who were having their own conference at the University of Canterbury at the same time. This was provided an additional link between ATEM and TEFMA members, consistent with the current TEM conference, which is a joint undertaking between ATEM and TEFMA. It is a practice that should certainly be continued where possible.

One reason for choosing the Art Gallery was to test its suitability for possible use during the TEM conference in 2008. As a result of this evening the committee would unreservedly endorse the use of the Art Gallery if possible during this conference.

A full debrief was held after the event and recommendations passed to the 2006 organising committee for their reference.

<b>10.5 QUEENSLAND BRANCH</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
26 May 2005	The Australian Institute of Criminology presents: "Identity-related Fraud: A One-day Capacity-building Workshop for Managers and Supervisors in the Tertiary Education Sector"	David Thompsett	1 day	17
27 May 2005	The Australian Institute of Criminology presents: "Identity-related Fraud: A One-day Capacity-building Workshop for Managers and Supervisors in the Tertiary Education Sector"	David Thompsett	1 day	7
30 May 2005	Enhancing Your Collaboration Skills	Eril McNamara	1 day	7
31 May 2005	Cross Cultural Issues for Tertiary Education Staff	Jiri Martinek	1 day	19
29 June – 1 July 2005	Towards Middle Management	Eve Ash, Darryl Krook, & Celia Roots, Psychologist	3 days	42
12 July 2006	Project Management Delivering Results	Dott Hall	1 day	16

*Continued over*

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<b>10.5 QUEENSLAND BRANCH (Continued)</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
4 August 2005	Committee Skills	Ian Wright QUT	1 day	19
9 August 2005	Effective Workplace Writing: Creating and maintaining credibility in writing	Dr Roslyn Petelin, UQ	1 day	21
6 September 2005	Project Management Delivering Results	Dott Hall	1 day	16
20 September 2005	Industrial Relations Day Bullying – can you recognise it? Can you prevent it? <b>and</b> Intervening Early re Performance Management	Michelle Moynihan  Representatives from the Employee Relations Team, Human Resources	1 day or 2 half days	10 morning session 15 afternoon session
17 October 2005	Introduction to Cross-cultural Communication	Leonie Elphistone	Half day	20
21 October 2005	Personal Development Workshop for Women 2	Michelle Moynihan	1 day	25
26-28 October 2005	Expanding Your Influence	Hilary Langford	3 days	19
16 November 2005	Leading Teams	Joe Howman (Whitehead Miller)	1 day	23
24 November 2005	Strategic Cost Management	Geoff Young, Manager, Financial Policies and Projects	Half day	14
7 March 2006	Introduction to Budgeting and Accounting	Mark Christensen Sen. Lect QUT	Half day	12
17 March 2006	Personal Development for Women	Michelle Moynihan	Half day	15
24 March 2006	Marketing Education	Dr Stephen Holmes	1 day	16

### **Member support activities**

#### ***Towards Middle Management free registration:***

A number of scholarships were once again offered for attendance on the three day residential Towards Middle Management Program. The Scholarships which cover the registration fee and board and lodging were offered to staff in several institutions remote from Brisbane on the following basis:

- Central Queensland University – 2 places
- James Cook University – 2 places
- University Brunei Darussalam – 1 place

The Universities concerned have accepted the offer and made the requisite nominations.



### **Institutional Coordinators and other major branch activities**

The Branch introduced a networking event to coincide with the TEM conference in 2005.

In October 2005 the Executive Committee held a strategic planning meeting with Cathy Sinclair, a Director of the Consultancy Bureau (based in

Brisbane). The team generated a plan covering a number of key areas such as increasing membership, improving Branch communications with members, the shape of the professional development program, and networking within Queensland.

A survey of members was conducted in early 2006.

<b>10.6 SOUTH AUSTRALIAN BRANCH</b>			
<b>Date Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
29 June 2005 Higher Education Workplace Reforms	Professor Andrew Stewart Flinders University	90 minutes	50
13 July 2005 SA Branch Conference	various	Full day	45
3 November 2005 Students as Consumers in a Litigious World	various	Half day	50
21 February 2006 Personal Reflections and Political Analysis (and 2006 PD Program Launch)	Senator Natasha Stott Despoja	90 minutes	35
5 April 2006 Investing in your Future	various	75 minutes	30

### **Member support activities**

Applications were invited for TEM Conference Travel Grants (up to 3 grants of \$800 each) and the John Emery Scholarship Grants (2 grants of \$1200 each), however no awards were made.

As in 2004/5, members were eligible for 25% discount on all of the professional development programs offered through the University of Adelaide's Centre for Professional and Continuing Education.

### **Institutional Coordinators and other major branch activities**

The Branch Executive held a successful half day planning session at the end of 2005 to plan its 2006 Professional Development program. This enabled the Branch to launch its program much earlier in 2006 and to identify a number of initiatives to raise its profile and increase membership.



### 10.7 TASMANIAN BRANCH

After the huge input from many ATEM members in the lead up to the 2004 TEM Conference in Hobart, 2005 was a quiet year in relation to ATEM activities. Heavy workloads also impacted on the availability of many executive members to get involved. The 2006-2007 year is shaping up to be a more active year with a wider range of activities planned.

#### Member support activities

Members were supported to attend a workshop run by the Association of Development and Alumni Professionals in Education (ADAPE) Australasia Inc on networking and communication.

Name of Activity	Presenter
Breakfast Speaker Program	Director, Accommodation Services
Lunchtime Speaker Program	Tim McCormack, Australian Red Cross Professor of International Humanitarian Law from the University of Melbourne
Lunchtime Speaker Program	Executive Director Finance & Administration
Lunchtime Networking Session	Christmas Lunch at Launceston and Hobart campuses
ATEM Open House Cocktails	Networking sessions, held on Launceston and Hobart Campuses
Professional Development Workshop	Developing Career Opportunities for General Staff (due to lack of numbers participants were invited to meet individually with the presenter)
TEM Conference	A number of members attended the 2005 conference in Perth
University Administrator Concept/Program	The Executive Director Finance & Administration engaged the Branch in discussions about the development of a University Administrator Concept/Program

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<b>10.8 VICTORIAN BRANCH</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
5 May 2005	How to Write Articles and Media Releases	Mary Morel	Half day	9
10 May 2005	Chairing Meetings	Trudi Larder	Half day	15
17 May 2005	How to Succeed as a First Time Manager	Adam Le Good	1 day	25
27 May 2005	Introduction to Tertiary Education	Anne Stewart Gerard Toohey Toni Kilsby Michael Elliott Angela Burroughs	1 day	23
7-10 June 2005	Middle Managers Program	Julie Warnock	3 days	22
16 June 2005	Put it in Writing – Report/Business Writing	Trudi Larder	Half day	31
21 June 2005	Committee Servicing 2	Trudi Larder	Half day	21
30 June 2005	Managing Poor Staff Performance/Behaviour	Proteus	1 day	25
11 July 2005	Forum for Faculty Managers and similar positions	Maddy, Cecille and Tony Heywood	1 day	22
14 July 2005	Writing for the Web	Reece Lamshed (via Constantine Costraras)	Half day	19
14 July 2005	E-marketing	Jenni Austin	Half day	18
19 July 2005	Put it in Writing – Report/Business Writing	Trudi Larder	Half day	16
22 July 2005	Resume Writing and Interview Skills – your Career – MMP seminar	Di Rachinger	Half day	8
26 July 2005	Positive Leadership	Proteus	1 day	23
9 August 2005	Customer Service Across Cultures	Fiona Price	Half day	22
9 August 2005	Working with Asian Names	Fiona Price	Half day	22

Continued over

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<b>10.8 VICTORIAN BRANCH (Continued)</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
16 August 2005	Team Building with MBTI	Maddy McMaster	Half day	9
September 2005	Minute Taking 1	Trudi Larder	Half day	17
13 September 2005	Emotional Intelligence	Julie Warnock	1 day	26
28 September 2005	Understanding and Managing People	Proteus	Half day	31
10 October 2005	Building and Leading High Performance Teams	Adam Le Good	1 day	17
20 October 2005	Giving Excellent Customer Service	Adam Le Good	1 day	23
28 October 2005	Events Management	Joel Martin and Raylyn Christou	1 day	25
8 November 2005	Minute Taking 1	Trudi Larder	Half day	25
10 November 2005	Resume Writing and Interview Skills	Di Rachinger	Half day	10
17 November 2005	Emotional Intelligence Part 2 – The Next Step	Julie Warnock	1 day	13
1 March 2006	Leading and Managing Workplace Diversity	Tom Verghese	Half day	12
8 March 2006	Straddling Academia and Administration	Jaquie Watt Maddy McMaster Panel	Half day	unknown
10 March 2006	Minute Taking 1	Trudi Larder	Half day	24
16 March 2006	Marketing for Non-marketers	Joel Martin	1 day	27
22 March 2006	Marketing for Non-marketers	Joel Martin	1 day	20
23 March 2006	Giving Excellent Customer Service	June Dunlevey	1 day	30
27 March 2006	Managing Up	Proteus	1 day	24

*Continued over*

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10.8 VICTORIAN BRANCH (Continued)				
Date	Name of Activity	Presenter	Duration	Number Attended
4 April 2006	Introduction to Tertiary Education	Anne Stewart Gerard Toohey Toni Kilsby Michael Elliott Angela Burroughs	1 day	30
6 April 2006	Presenting with Confidence	Adam Le Good	1 day	13
10 April 2006	Diplomacy, Influencing & Persuasion	Jacque Wise	1 day	23
21 April 2006	Minute Taking 1	Trudi Larder	Half day	21
24 April 2006	Diplomacy, Influencing & Persuasion	Jacque Wise	1 day	19
26 April 2006	Managing Performance – A Partnership	Jen Scantlebury	1 day	23

### Member support activities

Provided cost of registration to the TEM Conference in Perth for 2 Institutional Co-ordinators.

### Institutional Coordinators and other major branch activities

Ran a 1 day Customer Service mini conference on 17 August 2005, with 66 attendees.

Assisted an Institutional Coordinator to run a Student Information Centre Special Interest Group in March 2006 which was attended by approximately 8 people.

Two breakfast seminars were held – 7 September 2005 had 52 attendees and 30 November 2005 had 57 attendees.

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<b>10.9 WESTERN AUSTRALIAN BRANCH</b>				
<b>Date</b>	<b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
17 May 2005	Issues in Higher Education Support	Andrew Crevald Edith Cowan University	2 hours	40
26 May 2005	The TAFE – University Interface	Peter Lee Curtin University of Tech	1.5 hours	24
14 June 2005	Critical Time for Higher Education – How ongoing skills development can help	Linda McLain, Amber Ford & Tony Brown Edith Cowan University	2 hours	18
30 June 2005	International Education – Bigger than Wheat Wool and Wine	Jeff Gunningham Dept of Education & Training	1.5 hours	34
28 July 2005	Access to Tertiary Education in Regional Australia – The changing emphasis from State to Commonwealth in the policy environment	Dr Laurie Money Dept of Education Services	1.5 hours	13
11 October 2005	Growth v Compliance : The tug of war in growing our markets Sue Beardman and	Christine Richardson, UWA Mark Fitzpatrick ECU Kuan Lim Murdoch Pick Oo Curtin Uni of Tech	2 hours	24
27 October 2005	Managing your Career in Higher Education	Lynda Roberts-Hall Curtin University of Tech	1.5 hours	23
2 December 2005	“Distinguished Speaker Series” The Contribution of Sport to Australian Society	Vice Chancellor Professor Millicent Poole Edith Cowan University	1.5 hours	48
23 February 2006	Attracting Generations X and Y into Higher Education	Janet Cooper ASPHAR and Associates	1.5 hours	55
14 March 2006	Workplace Bullying – Putting prevention guidelines into practice	Beverley Shepherd EduSafe	2 hours	17
30 March 2006	Work/Life Balance	Lois Booth Murdoch University	1.5 hours	17
27 April 2006	The Research Quality Framework: The International Context	Prof Suzette Worden Curtin University of Tech	1.5 hours	17

**Member support activities**

Nil

**Institutional Coordinators and other major branch activities**

The WA Branch has appointed Membership coordinators in all Tertiary Institutions and has developed a “Membership Pack” which is



targeted at prospective members. The Membership pack is also presented to all non-members attending ATEM Professional Development Seminars.

The other major activity undertaken was the Annual Association Tertiary Education Management 2005 Conference in Perth 27-30 September 2005.

### **11. FINANCIAL STATEMENTS**

Council's Audited Financial Statements are attached.

### **12. THE ATEM COUNCIL 2005-2006**

At 30 April 2006, the ATEM Council comprised:

#### **Executive:**

Tom Gregg	President
Richard Easther	Vice President
Margie Cole	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Ion Wallace	Councillor at Large
Chris Pepper	Councillor at Large

#### **Non-Executive (Ex Officio)**

#### **Members – Branch Presidents:**

Steve Langley	ACT
Kay Hempsall	New South Wales
Scott Snyder	Northern Territory
Ginny Ferguson	New Zealand
John Swinton	Queensland
Lucy Schulz	South Australia
Carol Harding	Tasmania
Joanne Austin	Victoria
Linda McLain	Western Australia

### **13. ENQUIRIES**

For enquiries about ATEM, please contact the Association Secretariat or visit the Association Web Site: [www.atem.edu.au](http://www.atem.edu.au)

#### **ATEM SECRETARIAT**

Giles Pickford 0411 186 199

Peter Scardoni 0411 498 462

PO Box 6050, O'Connor,  
ACT 2602, Australia

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Email: [atem1@bigpond.com](mailto:atem1@bigpond.com)

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**BALANCE SHEET – Council funds**

30-Apr-05		30-Apr-06
	<b>EQUITY</b>	
42,164	Members Funds	36,510
	<b>CURRENT ASSETS</b>	
80,006	Cheque Account	56,255
	Undeposited funds	242
	Computing Equipment	5,390
	<b>Recoverable Expenses</b>	
	Perth Conference Income Receivable	12,500
835	Prepaid Expenses Council	1,956
	Prepaid Sydney Conference Expenses	2,062
– 5,718	Branch Funds owing to Council	– 10,740
	Seed funding Sydney Conference	1,100
	Qld Survey	945
75,123	<b>TOTAL ASSETS</b>	69,710
	<b>CURRENT LIABILITIES</b>	
993	GST owing to Journal	
25,000	Loan from Tasmania	25,000
1,700	Interest on Loan	
5,000	Brochures	5,000
266	GST Clearing	100
	Branch GST Suspense	3,100
32,959	<b>TOTAL LIABILITIES</b>	33,200
42,164	<b>NET ASSETS</b>	36,510

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**OPERATING STATEMENT – Council funds**

30-Apr-05		30-Apr-06
	<b>REVENUE</b>	
100,687	Branch Levies	89,247
50,150	Corporate Membership	41,650
28,250	Conference and Professional Development	12,500
420	Good Practice Guides	255
2,158	Ghost's Lunch	
281	Advertising	291
61	Sundry Income	385
88	Interest	142
<b>182,095</b>	<b>TOTAL REVENUE</b>	<b>144,470</b>
	<b>EXPENSES</b>	
17,069	Journal	11,630
15,510	Journal in advance	
4,000	Journal Editorial Honorarium	4,000
50,000	Secretariat	49,993
	Secretariat Expenses	
	Branch Conference Expenses	
400	Equipment	
2,158	Ghost's Lunch	
7,500	Fellowships/Scholarships	9,392
9,694	Council/Executive Meeting Expenses	11,218
	Travel	
11,800	Branch Share of Corporate Memberships	9,800
4,308	Annual Conference Expenses	3,759
1,534	Patron/Affiliates	
5,310	Legal /Establishment Conference Expenses	
1,735	Branch Conferences	
1,081	Corporate Membership Campaign	
5,000	Membership Brochures	
5,247	Badges	2,712
425	Printing/Stationery/Postage/Telephone	1,180

Continued over

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**OPERATING STATEMENT – Council funds (Continued)**

591	Internet Site/Web Hosting	
19,354	Web Site Development and Maintenance	19,336
640	Ecommerce	
3,149	Bank Charges	3,804
1,700	Interest on loan	1,375
1,578	Good Practices Guide	489
	Tax Advice	3,900
	Stamp Duty	378
	Accounting System	9,738
5,000	Reading Lists	
2031	Insurance	5804
400	Audit	432
1,593	Sundry Expenses	1,184
<b>178,807</b>	<b>TOTAL EXPENSES</b>	<b>150,124</b>
3,288	<b>Surplus (Deficit) of Revenue over Expenses</b>	– 5,654
38,876	Members Funds as at 30 April 2005	42,164
<b>42164</b>		<b>36,510</b>