



ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC

ANNUAL REPORT 2007

1. INTRODUCTION

I am pleased to be able to present this Annual Report, which covers the Professional Development and the Accounting period 1 May to 31 December 2007. However some statistical information goes through to 31 March 2008. This has been made necessary as we are in transition to a Calendar Financial Year.

A handwritten signature in blue ink, appearing to read 'Tom Gregg', is written in a cursive style.

Kind regards

Tom Gregg
President, ATEM Inc.

2. SOME HIGHLIGHTS

- The "ATEM 2010" reforms were formulated by a Committee chaired by VP Lucy Schulz and they were adopted by Council and the Annual General Meeting of September 2007. The reforms were far reaching. They changed the nine Branches (based on State and Territory Boundaries in Australia) into seven Regions. The geography of the Regions can be seen at this address: <http://www.atem.edu.au/atem-regional-map.cfm>. Many functions were devolved away from the Regions so that they could concentrate all their energies on ATEM's core business of professional education and training. The ATEM Secretariat was strengthened by the appointment of a Professional Development Officer, Maree Conway, whose brief is to work with the Regions on ATEM's core business and to maximise and integrate the spread of programs across all Regions. Another reform was to commission a study of all professional development programs in Australia and New Zealand, at all levels from Institutional to country-wide and including offerings of related organisations. The study is being undertaken by Massaro Consulting. ATEM is now one organisation with one Bank account, one set of accounts, one budget, one auditor and one annual general meeting.
- ATEM has formed two important strategic alliances: one with Universities Australia in the field of professional education and training, and the other with the L H Martin Institute for Higher Education Leadership and Management. The latter has become an

equal partner with ATEM in supporting the *Journal of Higher Education Policy and Management*. We are grateful to Professor Vin Massaro for assisting in this initiative. Vin was ATEM President from 1989 to 1992 and was also Editor of the Journal

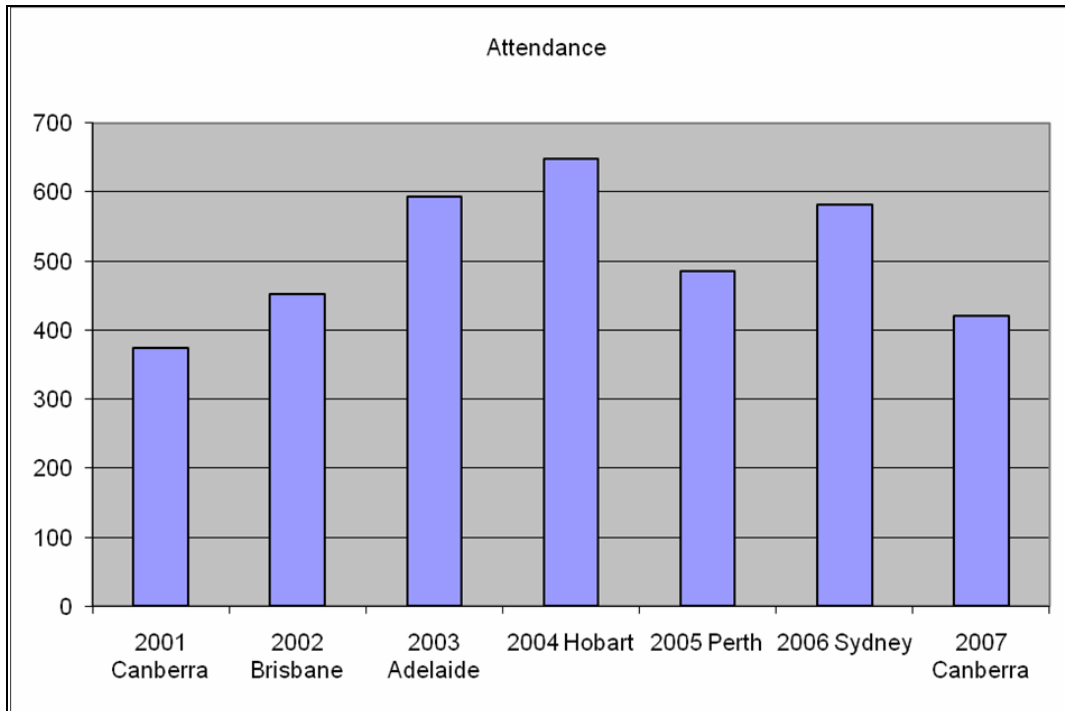
- The ATEM Foundation was commissioned by the December 2007 meeting of Council to manage all investments, its own and those that belong to ATEM Inc. as follows:
 - (a) For the ATEM Foundation, the policy is to invest in diversified equities, with a reasonable yield and good growth prospects, on a ten-year investment horizon.
 - (b) For ATEM Inc, the policy is to invest all funds surplus to budget needs in hybrid securities, interest rate securities, bonds and term deposits on a one-year investment horizon.
- A very successful Tertiary Education Management Conference was held in Canberra in September 2007. We congratulate the Canberra members for their excellent work.
- The ATEM Web Site was completely overhauled early in 2008 to reflect the far reaching reforms brought in by the ATEM 2010 Group.
- The Journal of Higher Education Policy and Management is improving every year. It is now produced quarterly and has an 80% rejection rate, meaning that demand for space is rising well ahead of the space available, even though we have doubled the number of volumes per annum since 2006.

3. 2007-2010 PRIORITIES

The ATEM Strategic Directions Statement is under review. It will be subject to a full day meeting of the ATEM Council in June 2008. Therefore the usual section where we measure progress against agreed benchmarks is not part of this Annual Report.

4. THE TEM CONFERENCE

The Hobart Conference of 2004 still holds the record for attendance since 2000. But the Canberra TEM Conference was also a great success, with the attendance exceeding our last Canberra Conference in 2001. The Conference was also marked by ATEM holding its most important Annual General Meeting since incorporation in 1999.



5. ATEM MATTERS

ATEM's popular electronic newsletter 'ATEM MATTERS' edited by VP Chris Pepper was published in May, July and October 2007; ATEM is gratified by the number of contributions coming in to the newsletter.

6. 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 the Regions. 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', 'Managing Change: a guide for those working in higher education', 'An accident waiting to happen: a guide to health and safety', 'Managing Change', 'what is it you do again? a guide to departmental administration', 'a sense of freedom: committee servicing and the freedom of information acts'.

7. ATEM WEB SITE

For the reporting period this year we have achieved the following visitation rates, compared to 2007-2008:

2006-7	2007-8	% Gain (Loss)
238,760 visitor sessions	298,599 visitor sessions	25.06%
845,891 page views	1,070,323 page views	26.53%

4,457,142 hits

4,608,252 hits

3.39%

This provides clear evidence that the tertiary education sector is finding our web site very useful. There is no way that the page views above could be reached by ATEM members only. The smaller rise in hits is explained by the smaller number of pages in the new web architecture, which is much simpler than before.

8. 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
- New Zealand Vice-Chancellors' Committee
- TAFE Directors Australia
- Universities Australia

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

http://www.atem.org.au/activities_professional_links.cfm

9. ATEM AWARDS

ATEM makes a number of awards annually to assist members to further develop their professional practice, and to recognize their achievements in this area. ATEM Awards made in 2007 were:

Honorary Fellow
Meritorious Service Awards
Certificate of Appreciation

Gavin Moodie, Queensland Branch
Ginny Ferguson, New Zealand Branch
Carol Moran, ACT Branch

Peter Karmel International Travel Grant
Maurie Blank Study Scholarship

Maree Conway, Victorian Branch
Diane Villani, Victorian Branch
Ali Hughes, New Zealand Branch

10. MEMBERSHIP

All of our aims can only be achieved by a growing and ever more involved and committed membership. Below are snapshots of the Regions as at 30 March 2008, compared to the old Branches as at 30 April 2007. For the next Annual Report the ATEM membership census date will move to 31 December each year, the end of the new financial year.

Region	Financial	Non-Financial	Corporates	Emeritus	Total
	2008	2008	2008	2008	2008
Aotearoa	168	4	59	4	235
Bass	315	29	81	4	429
Central	94	8	15	2	119
NSW/ACT	201	18	81	19	319
SE Qld/NR	65	11	30	7	113
Tropical	15	2	14	0	31
Western	51	9	26	3	89
International	6	2	7	0	15
Total	915	83*	313	39	1350

Branch	Financial	Non-Financial	Corporates	Emeritus	Total
	2007	2007	2007	2007	2007
ACT	52	4	18	8	82
NSW	257	23	62	11	353
NT	14	6	10	0	30
NZ	249	24	72	4	349
QLD	129	19	37	9	194
SA	103	14	15	2	134
Tas	65	3	10	2	80
Vic	312	22	42	2	378
WA	83	15	30	3	131
International	13	0	7	0	20
Total	1277	130*	303	41	1751

* Members are given 90 days to renew which explains the size of this figure

11. RECORD OF ADVANCEMENT

Below is a record of membership level upgrades since inception.

ATEM FELLOW (ATEMF)

Cole, Margie
 Crevald, Andrew
 Debowski, Shelda
 Draber, Phil

Ferguson, Ginny
 Fulljames, Terry
 Gan, Audrey
 Gillette, Katie

Gregg, Tom
 Halls, Michael
 Heywood, Tony
 Hughes, Ali

Jacob, Samantha
 Knox, Bruce
 Lietzow, Eva
 Long, Jeff
 Mahney, Greg
 McCluskey, Ken
 McLain, Linda
 McMaster, Maddy

Nathan, Judith
 Pryzibilla, John
 Pryzibilla, Liz
 Reid, Maureen
 Russell, Cassandra
 Schulz, Lucy
 Sharma, Raj
 Smith, Kevin

Speechley, Bob
 Szekeres, Judy
 Voyce, Neil
 Walker, Anne
 Wallace, Ion
 Wisnieski, Bobbie
 Wolmuther, Sue
 Wood, Julie

ATEM ASSOCIATE FELLOW (ATEMAF)

Aspinall, Graham
 Bedford, Prue
 Bleakley, Wayne
 Bridger, Alison
 Brown, Tony
 Davis, Heather
 Diamond, Karin
 Elliott, Deborah
 Haisman, Nicky
 Hall, Bob

Hodge, Toni
 Koureas, Myrophora
 Managhan, Anthony
 Markham, Brenda
 McCallum, Bruce
 McLean, Andrew
 Miller, Jo
 Noble, David
 O'Reilly, Jan
 Pepper, Chris

Pickford, Giles
 Prasad, Gita
 Rodrigues, Joan
 Tupu, Jenni
 Vicary, Adrian
 Wheatland, Lisa
 Whisker, David
 Wright Caleb
 Yellowlees, Naomi

12. THE ATEM FOUNDATION

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

In December 2007 the ATEM Council requested the ATEM Foundation to manage ATEM's cash surpluses as well as its own investments. The following policy was adopted by both bodies:

1. ATEM Foundation has been appointed the investment arm for the ATEM Foundation Pty Ltd and ATEM Inc.
2. ATEM Foundation and ATEM Inc funds will be accounted for separately in the accounts of the appropriate entity.
3. For investment purposes only, the ATEM Inc funds and ATEM Foundation funds will be pooled, to gain best advantage.
4. Investment reports from the Secretariat will be on two separate spreadsheets - one for each entity.
5. For ATEM Foundation, the policy is to invest in diversified equities, with a reasonable yield and good growth prospects, on a ten-year investment horizon.
6. For ATEM Inc, the policy is to invest all funds surplus to budget needs in hybrid securities, interest rate securities, bonds and term deposits on a one-year investment horizon.

The ATEM Foundation currently has \$255,288 under management returning \$13,665 per annum.

The current Board of the ATEM Foundation is:

Richard Easther (Chair)
 Tom Gregg
 Neil Voyce
 VP Lucy Schulz
 Ian Marshman
 Peter Scardoni (Company Secretary)

13. THE EMERITUS CHAPTER

In hard dollar terms our support from the Emeritus Chapter 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
2006-7	1,282.00
2007-8	1,937.00
Seven Year Total	<u>\$10,815.24</u>

However, the Chapter gives much more support in the form of volunteer labour than in cash.

14. VISITS BY THE ATEM SECRETARIAT

The Secretariat aims to visit Branches whenever possible. During the reporting period Giles Pickford visited:

- NSW/ACT Region.

Peter Scardoni visited:

- The South-East Region Queensland Branch
- The Bass Region
- The NSW/ACT Region
- The Western Region

Both Giles and Peter attended the 2007 TEM Conference in Canberra which gave them a chance to catch up with the ACT Branch.

15. 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 2007 and offered the following activities during the period 1 May to 31 December 2007.

15.1 Queensland Branch

Name of Activity	Presenter	Duration	Number Attended
Self & Time Management	Jon Morgan	1 day	15
One Day Personal Development for Women	Michelle Moynihan	1 day	13
Developing & Managing Successful Events	Ingrid Larkin	1 day	40
Introduction to Budgeting &	Wendy James	1 day	17

Accounting			
Cross Cultural Issues for Tertiary Education Staff	Jiri Martinek	1 day	12
Project Management: delivering results	Dott Hall	1 day	15
Emotional Intelligence	Jon Morgan	1 day	13
Taking it to the Streets – Branch Conference	Various	1 day	53
Excellence in Service Delivery	Jon Morgan	1 day	13
Towards Middle Management	John Swinton, Eve Ash	3 days	39
Success Without Stress	Jon Morgan	1 day	9
Dealing With Challenging Situations	Dusty Miller	1 day	11
Springboard	Michelle Moynihan	3 days	23
Marketing Tertiary Education Institutions	Stephen Holmes	2 days	9
Finding Your Voice: Getting Published & stalking high impact journals	Gavin Moodie	½ day	27
Managing Service Teams	Stephen Holmes	1 day	14

Member Support Activities

Queensland Branch provided fee free places for two participants from James Cook University, and one participant from Brunei to attend the Towards Middle Management three day program (\$2742).

15.2 Victoria Branch

Program	Presenter	Length	Attendees
Stress Management	Julie Warnock	1 day	19
Using Asian Names – 2	Fiona Price	1 day	25
Giving Excellent Customer Service -1	June Dunleavy Denise Trundle	1 day	23
Giving Excellent Customer Service -2	June Dunleavy Denise Trundle	1 day	22
Event Management 1	Joel Martin	1 day	25
Minute Taking 3	Trudi Larder	½ day	22
Put it in Writing- Report/Business Writing	Trudi Larder	½ day	26
Middle Managers Program	Warnock/Rachinge	3 days	29
Events management 3	Joel Martin	1 day	22
Resume Writing and Interview Skills	Dianne Rachinger	½ day	12
Effective Negotiation Skills	Adam Le Good	1 day	18
Workshop 2: Leveraging cultural diversity	Tom Verghese	½ day	14
Frontline Supervisors Essential	June Dunleavy	1 day	25

Leadership Skills'			
Highly Performing Teams	Julie Warnock	1 day	25
Minute Taking 4	Trudi Larder	½ day	21
Committee Servicing	Trudi Larder	½ day	28
Writing for the Web 1	Reese Lamshed	½ day	19
Women as Leaders 2	Julie Warnock	1 day	20
Events management 4	Joel Martin	½ day	19
Policy Development Forum	Hatwell/Jensen	½ day	54
MBTI (introduction)	Maddy McMaster	½ day	25
Workshop 3: Leveraging generational diversity	Tom Verghese	½ day	24
Marketing for Non-Marketers 2	Joel Martin	1 day	24
Writing for the Web 2 (MAX 15)	Reece Lamshed	½ day	17
Events management 2 (MAX 20)	Joel Martin	1 day	20
How to succeed as a first time manager	Proteus Kirk Fisher	1 day	24
Policy Development in Universities	Hatwell/Jensen	1 day	25
Leading from Within the University – An Introduction	Peter Rennie	1 day	24
Emotional Intelligence	Julie Warnock	1 day	25
Policy Development Forum 2	Hatwell/Jensen	1 day	25

Member Support Activities

- 1 x Career Development Scholarship to the value of \$1,500
- 5 x TEM Conference Scholarships to the value of \$2,000 ea
- 1 x International Conference Scholarship to the value of \$7,500 (Awarded on 2007, not taking up until 2008 & \$2,000 to be used towards the TEM Conference where a paper is being presented).
- Policy Development Forums were provided for Policy special interest group members. (Not a traditional PD training program)

Institutional Coordinators and Other Major Branch Activities

A Branch Service Centre Conference was held on May 17-18 2007 and was very well attended with 133 attendees.

Three breakfast seminars were also very well attended.

15.3 ACT Branch

Name of Activity	Presenter	Duration	Number Attended
Your Brilliant Career	Carole Brown	2 hours	20 approx
Successful Event Management	Majdie Hordern	2 hours	20 approx
Education Australia's Future Military Leaders	Prof John Baird	2 hours	15 approx

15.4 Tasmania Branch

Name of Activity	Presenter	Duration	Number Attended
Marketing, Imaging & Branding	Greg Parkinson, Public Relations &	1 hour	44

	University Extensions, UTAS		
How to Design, Structure and Deliver an Effective Presentation	Neil Trivett, Centre for the Advancement of Learning and Teaching, UTAS	½ day	6
Emotional Intelligence	Developing Potential Inc	1 day	10
Developing Influencing and Negotiating Skills	Developing Potential Inc	1 day	12
Networking events: welcome functions	Angela Boyes, Branch President, Richard Easther, Vice-President	2 hours	25
Networking events: Christmas lunches	Angela Boyes, Branch President	2 hours	29

Member Support Activities

The Tasmania branch offered both TEM conference attendance bursaries and professional development scholarships up to \$1000. There were two successful applicants: one receiving funding assistance to attend the 2007 TEM conference, and a second receiving a scholarship to attend a professional development workshop.

15.5 Western Australia Branch

Name of Activity	Presenter/s	Duration	Number Attended
Fraud and misconduct – can it happen at your institution? (Afternoon workshop)	Phillip Draber, Director - Risk Management and Audit Assurance, Edith Cowan University	2 hours	22
Supporting and managing staff through time of change in the tertiary sector (Breakfast seminar)	Chris Pepper, Director – Corporate Risk, Michelle Rogers, Director – Student Support Services, Fiona Coombes, Head – Health Services, Sean Murray, Head – Counselling Service, Curtin University of Technology	1.5 hours	34
Mentoring in the higher education workplace (Breakfast seminar)	Prue Bedford, Human Resources, Murdoch University	1.5 hours	30
2007 federal election – wider directions and implications for higher education (Distinguished speaker series)	Professor Greg Craven, Deputy Vice-Chancellor, Curtin University of Technology	1.5 hours	31

Member Support Activities

TEM Conference Grants: Three grants of \$2,000 each were provided on a competitive basis to assist current financial members of ATEM to attend the 2007 TEM Conference in Canberra.

Best Practice Study Grant: one grant of up to \$3000 was available for an individual involved in tertiary education management to explore best practice in relation to a relevant issue or program across tertiary education institutions. No award was made in 2007.

Institutional Coordinators and Other Major Branch Activities

Institutional Coordinators: The role of Institutional Coordinators and the support available to them was formalised and more clearly defined.

Promotion/recruitment: The President held a series of meetings with Vice-Chancellors, HR Directors and others to discuss the ATEM 2010 proposals and corporate membership, and to promote ATEM in general.

15.6 New South Wales Branch

Name of Activity	Presenter/s	Duration	Number Attended
Transforming student services: a case study at the Uni of Newcastle	Lynne Benton, Assistant Deputy V-C, Uni of Newcastle; Gail White, Academic Registrar, Uni of Newcastle	1 day	24
Strategic Planning and Performance Measurement	Ivan Skaines, Manager of Strategic Planning and Review, UWS and Martin Hanlon, Director of the Planning and Quality Unit, UTS	1 day	32
Managing Change Strategically	Anna Bounds, Director, Organisational Development, CSU and Kay Hemsall, Manager OD, UNE	1 day	15
FOI/Privacy	Tim Robinson and Anne Picot, FOI Office, Uni of Sydney	½ day	18
NSW Branch Conference		1 day	47
Faculty and School Managers' Forum	Darlene Sebalj, Uni of Newcastle; Susan Hudson, Jan Ryan, Ivan Skaines, UWS; Robert Doubleday and Janet Wilks, CSU	1 day	23
Legal Issues for University	Ruveni Kellher and	½ day	21

Administrators	Carolyn Dalton, Minter Ellison Lawyers		
Servicing Committees	Megan Kemmis, Secretariat, Uni of Sydney	½ day	21

Member Support Activities

The NSW Branch provided 2 Scholarships (total value \$3,000.00) to the ATEM Conference in Canberra.

Institutional Coordinators and Other Major Branch Activities

Events organised by Institutional Coordinators:

- Macquarie University ATEM lunch in May 2007 and Wine and Cheese function October 2007
- UNSW ATEM Information session November 2007
- University of Wollongong Breakfast
- University of Newcastle Breakfast

15.7 South Australia Branch

Name of Activity	Presenter	Duration	Number Attended
2007 Branch Conference	Gavin Moodie, (Griffith), Susan McPhee (McPheeAndrewart ha Consultants), Rh Hon Paul Caica (SA Minister, Employment, Training and Further Education)	1 day	82
Successful Recruitment in HE	Andrew Reed, Hender Consulting	2.5 hrs	50
Service Excellence seminar	Paul van Veenendaal, Managing Director, Customer Service Benchmarking.	½ day	18
Our Multicultural Campuses (2 half day seminars)	Anna Ciccarelli, Pro Vice Chancellor, International & Development, UniSA.	½ day	14
Managing an Academic Unit	Anne Skipper, talking about managing a diverse portfolio; Travis Kemp, discussing crisis	1 day	22

	management and; Betty Leask addressing the question of crossover work.		
Mental Health Awareness	Associate Prof Nicholas Procter, UniSA	½ day	16
University Leadership and Management: a political-science perspective	Professor Andrew Parkin, Deputy Vice-Chancellor (Academic), Flinders Uni	1.5 hrs	50
End of Year Traditional Event	Prof Peter Høj, Vice-Chancellor, UniSA	2 ½hrs	33

Member Support Activities

Conference Travel Grants covering the registration fee (\$850) to support attendance at the 2007 TEM Conference in Canberra were awarded to:

- Sue McKenzie, UniSA
- Deirdre Patterson, UniSA
- Melinda Pike, Flinders Uni

15.8: New Zealand Branch

Name of Activity	Presenter	Duration	Number Attended
ATEM NZ Branch conference: "Change the thinking, change the future"	Various	3 days	70
Project Management from Start to Closure	Carol Kelly	1 day	38

Member Support Activities

ATEM NZ awarded the following members a travel grant to attend the TEM conference in Canberra. The awards were worth \$2,500 each to cover travel, accommodation and conference registration:

- Jenni Tupu; UNITEC
- Paul Goodson; WITT

Institutional Coordinators and Other Major Branch Activities

In October 2007 New Zealand hosted 10 members from our sister organisation the Association of University Administrators (AUA) from the UK. They were involved in a full 10 day programme, visiting 4 cities and 10 institutions. Their key interests were focussed on;

- Student application and progression, including student fees
- The impact and reaction of marketisation and issues of widening participation in undergraduate programmes and progression into postgraduate study
- Diversity and equality issues especially the inclusion of minority groups under-represented in higher education.

- Supporting professionalism and excellence in higher education management and administration, including the role and purpose of professional bodies in supporting and developing administrative and managerial staff.
- Universities, sustainable development and 'green' issues.

As well as escorting them to visit various peak bodies and tertiary institutions, we hosted a number of social events to meet ATEM members in Wellington, Christchurch and Auckland.

Date	AUA Study Tour Itinerary
Sunday 7th	Initial orientation meeting
Monday 8th	University of Auckland - www.auckland.ac.nz
Tuesday 9th	Auckland University of Technology (AUT) Manukau Institute of Technology (MIT)
Wednesday 10th	Travel to Wellington Victoria University of Wellington
Thursday 11th	Tertiary Education Commission Ministry of Education NZVCC
Friday 12th	Massey University, Palmerston North
Saturday 13th	Travel to Christchurch
Sunday 14th	Free Day
Monday 15th	University of Canterbury ATEM (Ali Hughes)
Tuesday 16th	Christchurch Polytechnic Institute of Technology (CPIT)

We are still waiting their final report, but the draft report indicates that they got significant benefit from the visit and the interaction with institutional staff.

16. FINANCIAL STATEMENTS

Council's Financial Statements are currently with the Auditor. Members will be given the web page when be become available.

17. THE ATEM COUNCIL 2007

At 31 December 2007 the Council Membership was as follows:

Executive:

Tom Gregg	President
Lucy Schulz	Vice President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Linda McLain	Councillor at Large
Heather Davis	Councillor at Large

Non-Executive (Ex Officio) Members –Regional Chairs:

Ali Hughes	Aotearoa
Joanne Austin & Angela Boyes	Bass
Judy Szekeres	Central

Jennifer Till & Steve Langley
John Swinton
Jo Miller
Linda McLain

NSW/ACT
South East Queensland/Northern Rivers
Tropical
Western

18. ENQUIRIES

For enquiries about ATEM, please contact the Association Secretariat or visit the Association Web Site: www.atem.edu.au

ATEM SECRETARIAT

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