

**ASSOCIATION FOR TERTIARY
EDUCATION MANAGEMENT INC
ANNUAL REPORT 2009**

1. INTRODUCTION

As President of ATEM I am pleased to be able to present this Annual Report, which covers the Professional Development and the Accounting periods 1 January to 31 December 2009.

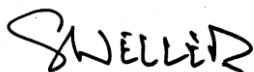
I would like to share with you the priorities that the Council has been focussing on over the last twelve months. Council set itself the task to focus on four key areas of review and planning for 2009. These areas were: reframing the strategic purpose, reviewing the association's membership models, reviewing our branding and marketing, and reconceptualising our professional development.

In reframing our strategic statement we have identified the areas for our focus into the future. ATEM is about growing careers -your career, my career. It's about building professionalism - professionalism across the sector of tertiary education management. ATEM is about connecting people - individually and in groups, across the sector, and across the Tasman. And ATEM is also about understanding the sector - by partnering with institutions such as the Martin Institute, the New Zealand Vice-Chancellor's Committee and Universities Australia.

In reviewing our membership we have retained our dual focus on individual and corporate membership and worked hard to review not only the costs of membership but in particular the benefits of membership. We have some further work to do in this regard but pleasingly membership, although down in 2009 is up nearly 15% at the time of writing this introduction.

In considering our branding and marketing I am very pleased to say that after long and informed consideration we have adopted a new and distinctive logo that we think clearly projects our identity into the sector and beyond. To follow this up we are now moving to totally redevelop our website as the principal gateway into ATEM.

Lastly, we have been spending considerable time reviewing and reframing our professional development activities. We have moved to an Association wide approach to professional development that recognises the needs of local regions but presents members with the options to consider offerings outside their region. As a result we have in excess of 110 professional development programs collated at the end of 2009 on offer across New Zealand and Australia for 2010. But we have gone further and in advance of the website redevelopment we moved to have professional development completely online with online promotion, online registration, online payment and online assessment.



Dr Stephen Weller
President, ATEM Inc.

2. SOME HIGHLIGHTS

- The Professional Development program was given one shape and one direction for the first time. The program is the work of Maree Conway, Executive Director, and the Regional Chairs who are working as a unit to plan and execute ATEM's core business: Professional Development.

- The ATEM Web Site was completely overhauled early in 2008 to reflect the far reaching reforms brought in by the ATEM 2010 Group. More improvements have been added throughout 2009. It is going to be completely re-built with more up-to-date technology during 2010.
- The TEM Conference in Darwin was a great success attracting 560 participants, which was well over the anticipated 400. It was extremely well supported by sponsors who contributed a record \$221,800 to income. The final accounts cannot be delivered until January.
- 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. There is already talk that we will go to five editions per annum soon. The Journal was rated by the ARC as being in the top 20% of Journals in the world.
- ATEM adopted a new Logo in the middle of 2009 and at the same time started creating its new identity with all the collateral designed by Evolution 7.
- The ATEM Secretariat was expanded to include all the Regional Officers. This group held its first meeting at Tullamarine early in 2009 and is now a united and effective force supporting all ATEM's activities.
- A review of the ATEM Foundation Pty Ltd was initiated in late 2009, the ninth year of its existence. The review is chaired by VP Tony Heywood and will report in March 2010.

3. STRATEGIC DIRECTIONS

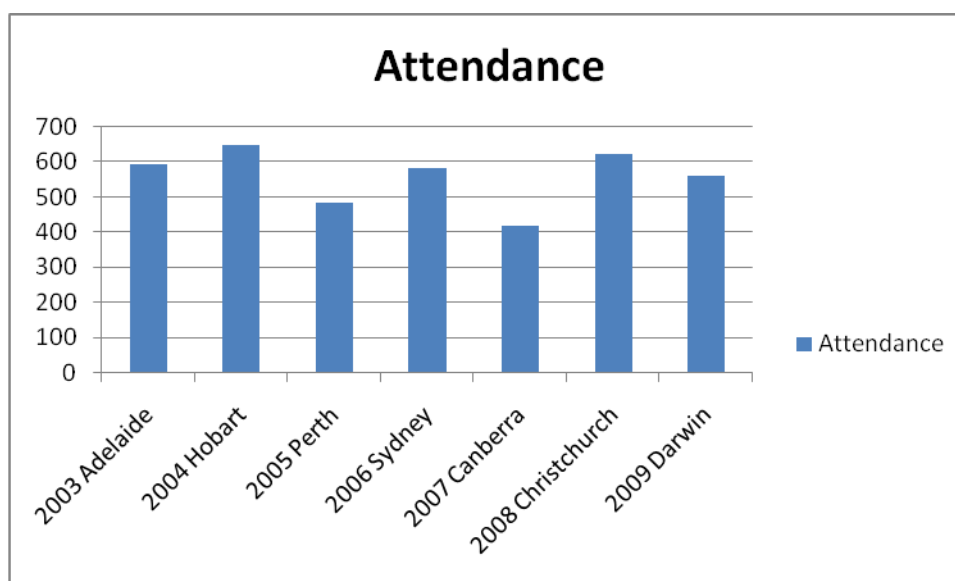
The ATEM Strategic Directions Statement now structures the Professional Development Program into categories that match each of ATEM's strategic themes:

- Building Professionalism
- Growing Careers
- Connecting People and Groups
- Understanding the Sector

The Statement can be downloaded from the ATEM website (<http://www.atem.org.au>) and will be reviewed annually to ensure its continuing relevance.

4 THE TEM CONFERENCE

The Hobart Conference of 2004 still holds the record for attendance since 2000. But the 2009 TEM Conference in Darwin was also a great success, exceeding expectations with the attendance being 560. The Conference is anticipated to make a handsome surplus which will be shared equally with our partner TEFMA.



5 ATEM MATTERS

ATEM's popular electronic publication 'ATEM MATTERS' continues to be edited by Linda McLain and Heather Davis. ATEM is gratified by the number of contributions received. The publication has improved a great deal in the last three years reaching 56 pages in the December 2009 edition.

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.

7 ATEM WEB SITE

The value of the ATEM web site to the tertiary sector continues to be demonstrated by its increasing use during 2009.

Comparative statistics for the 2008-2009 period are provided in the following table.

Activity	2008	2009	% difference
Total Visits		69,440	
Unique Visitors	27,588	47,177	71.01%
Page Views	122,582	201,227	64.16%
Average Page Views	3.00	2.90	- 3.26%
Time on Site	1.46	1.41	- 4.24%
Bounce Rate	58.73%	60.61%	- 3.19%
New Visits	67.39%	65.12%	- 3.37%

Education and Training programs was the most popular content, with a 109% increase in page views in 2009 compared to 2008. The number of page views for the Job Vacancies page (ATEM's recruitment service) decreased slightly by 8.53%, but remained the top landing page in 2008 and 2009 after the home page. The doubling of page views for the Education and Training area of the site corresponds to a renewed emphasis on professional development across the Association during 2009.

Direct traffic to the site increased by 41.92% with corresponding decreases in traffic from referring sites (9.19%) and search engines (7.16%). ATEM was the most used keyword in searches, making up 17.97% of visits, with education the next most popular (7.24% of visits).

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).

Our overseas affiliations and the methods we use to select our delegates to overseas conferences are now under review and will be reported to Council next year.

Local

ATEM has strong alliances with local organisations, especially with

- TEFMA which joins us in sponsoring the TEM Conference
- Universities Australia and the L H Martin Institute for Higher Education Leadership and Management, with whom ATEM collaborates in the field of professional development.
- The Department of Education Employment and Work Place Relations in Australia, and the Ministry for Education in New Zealand.

Other important relationships include:

- Association of Polytechnics of New Zealand
- Australian National Training Authority
- Australian Universities Quality Agency
- New Zealand Vice-Chancellors' Committee
- TAFE Directors 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 2009 were:

- | | |
|--|---|
| • Peter Karmel International Travel Grants (2) | Kay Hemsall (NSW/ACT)
Susan Hudson (NSW/ACT) |
| • Maurie Blank Study Scholarship | Not awarded in 2009 |
| • Ian Chubb Professional Development Grant | Linda McLain (Aoteroa) |
| • Meritorious Service Award | Not awarded in 2009 |
| • Certificate of Appreciation | Angela Boyes (Bass) |

10 THE ATEM FOUNDATION

The ATEM Foundation at the time of writing has \$199,297 invested with a 3-year capital growth plus dividend yield of 18.24%. The Foundation experienced negative growth in 2008 and 2009: the first time since it began managing the endowment. The Board is happy that the worst is now over and that

the fund is no longer showing negative growth. All our equities paid a dividend, albeit a reduced one, during the worst of the slump.

The Board of the ATEM Foundation in 2009 was:

Richard Easter (Chair)
Stephen Weller
Rex Jones
VP Linda McLain
Ian Marshman
Giles Pickford
Peter Scardoni (Company Secretary)

The Foundation is now being reviewed by a Committee comprising VP Tony Heywood (Chair), Richard Easter, Rex Jones, Giles Pickford and Peter Scardoni. The Committee reported in March 2010.

11 THE EMERITUS CHAPTER (the ATEM Ghosts)

Vis Exhausta Periculosissima - The most dangerous force is a spent force

Since 2000 the Chapter has contributed \$13,119 to the ATEM Foundation, making it the biggest donor to the ATEM Foundation after the old Victorian Branch, which contributed \$50,000 in 2004-5. The Ghosts also assist by helping administer the head office and the regional offices in the Aotearoa, Bass, Central, NSW/ACT, Tropical, and Western Regions.

The Annual Dinner, held during the TEMC at the Char Restaurant, Old Admiralty House, Darwin was well attended and profitable for the Foundation.

Giles Pickford
Convenor

12 VISITS BY THE ATEM SECRETARIAT

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

Maree Conway visited:

- The University of Wollongong and the ANU in the NSW/ACT Region
- Tropical Region

Giles Pickford visited:

- Bass Region
- NSW/ACT Region
- Tropical Region

Peter Scardoni visited:

- South-East Region Queensland/Northern Rivers Region
- Bass Region
- NSW/ACT Region
- Aotearoa Region
- Central Region
- Western Region
- Tropical Region

13 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 31 December 2009 compared to data as at 30 December 2008, which was the last Census taken. During 2009 there was a rise in all membership fees.

Region	Total Financial* December 2009	Total Financial* December 2008
Aotearoa	239	215
Bass	364	405
Central	105	101
NSW/ACT	324	320
SE Qld/NR	104	112
Tropical	32	36
Western	78	76
<u>International</u>	<u>15</u>	<u>15</u>
Totals	1,261	1,280

The definition “Financial” does not include new members who are pending, or members who are in the process of renewing but who have not completed the transaction.

PROFESSIONAL DEVELOPMENT

14. REGIONAL REPORTS

14.1 Aotearoa Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

2009 saw a year of consolidation and improvements. Whilst there were still logistical issues to work on regarding the new Association structure, the focus of the region was on developing quality PD that met the needs of the Aotearoa members. In addition a number of networking events with members gave opportunities to share new ideas, tackle issues and identify PD requirements for the regions.

In addition, during the year the Aotearoa Regional Committee worked towards implementing changes in the structure and workings of ATEM. One significant achievement was the setting up of a system that would allow New Zealand members of ATEM to pay their subscriptions in New Zealand dollars and avoid issues with exchange fluctuations and credit card charges for international transactions.

Membership rose 11.2% during 2009 to 239 financial members. Individual membership rose by 11 to 169, Corporate membership by 13 to 65 and Emeritus members remained at 5.

OVERVIEW OF PD PROGRAMS

The attendance at the PD events continues to be steady with some events selling out. Significantly we are attracting more non-members to many events, including people from PTEs and corporate.

During the 2009 year the Aotearoa Region ran six professional development events with a mixed level of attendance and profitability. These were:

Preparing & Presenting Research Papers	Auckland
Accounting for Non Accountants in the Tertiary Sector	Christchurch & Hamilton
Process Mapping	Wellington
Project Management Part 1	Auckland
Student Expectations	Christchurch

Overall there were 113 participants; 33 members and 80 non members.

In addition, there were three networking events held in Christchurch, Auckland and Tauranga early in the year and a fourth one in Auckland at the end of the year.

INSTITUTIONAL COORDINATORS AND INSTITUTIONAL RELATIONSHIPS

Due to its geographic spread, the structure of the Aotearoa Region sees it split into six sub regions with Institutional Coordinators spread over a number of institutions in their sub region rather than just attending to their own institution. All sub regional Institutional Coordinators are members of the Aotearoa Regional Committee.

During 2009 the committee members were located in Auckland, Tauranga, Rotorua and Christchurch, and these members provided support to the others areas of the country without Institutional Coordinators. In 2010 we have managed to identify two Institutional Coordinators for the Wellington/Wairarapa sub region and a replacement for the Canterbury/Westland/Nelson/Marlborough sub region after Kate Rawlings was elected Chair. It would be good to have volunteers from other parts of the country to ensure members in all areas are able to access ATEM events.

OTHER UPDATES

The 2009 Regional Conference was held at the Waiariki Institute of Technology in Rotorua. The event was held over two days and attracted 66 attendees

The Conference started with a powhiri and opening at the Tangatarua Marae.

Keynote addresses were provided by Dean Carroll, a Wellington based education consultant, entitled “Increasing Productivity of the Tertiary Education Sector”, and Ngahihi o te ra Bidois, entitled “Ancient Wisdom, Modern Solutions for Leaders – Leadership Principles that Endure”. The balance of the programme consisted of concurrent paper presentations and a workshop on “Key Issues and Best Practice Solutions. Thanks go to the Waiariki Institute of Technology for hosting the conference and to Canon as our Gold sponsor and all other conference sponsors.

2010’s conference is currently being planned and will be held in Auckland on 8 & 9 July.

Finances for 2009 are:

Gross Revenue = \$29,898	[2008 - \$14,400]
Gross Expenditure = \$39,598	[2008 - \$28,126]
Gross Surplus/(Deficit) = (-\$9,700)	[2008 – (-\$13,726)]

For the 2009 year the Aotearoa Regional Committee comprised the following members:

Chair	Ali Hughes (Canterbury/Westland/Nelson/Marlborough sub region)
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Deputy Chair Terry Fulljames (Waikato/Bay of Plenty sub region)
 Committee Jenni Tupu (Auckland/Northland sub region)
 Linda McLain (Auckland/Northland sub region)
 Christa George (Waikato/Bay of Plenty sub region)
 Kate Rawlings (Canterbury/Westland/Nelson/
 Marlborough sub region)

Immediate Past Chair Ginny Ferguson
 Regional Executive Officer Neil Voyce

14.2 Bass Region

Date	Program	Attendees (including co-ordinator)
Tues 10 March	Minute-taking	20
Wed 11 March	Sharpening your Editing & Proofreading Skills	15
Wed 18 March	Slim Thinking for Managers	16
Tues 24 March	Emotional Intelligence	20
Fri 27 March	Slim Talking: Fat in Communications	16
Mon 30 March	Introduction to Event Management and Marketing	14
Fri 3 April	Marketing for Non-marketers	11
Tues 21 April	Minute Taking	20
Wed 22 April	1 st Breakfast	48
Tues 28 April	Business and Report Writing	22
Thurs 30 April	Change Management	21
Tues 5 May	Put It In Writing	12
Tues 12 May	Women As Leaders	12
Thurs 14 May	Frontline Supervisors: Essential Leadership Skills	23
Wed 20 May	Emotional Intelligence	22
Wed 27 May	Policy Development Forum V	21
Wed 10 June	Writing Emails and Business Letters	16
Tues 16 June	Keeping Your Career On Track - CANCELLED	4
Wed 17 June	Highly Performing Teams	20
Thurs 18 June	Manage Effective Workplace Relationships	22
Tues 14 July	Minute Taking	20
Wed 15 July	Improve your Confidence in Writing: Grammar and Punctuation Refresher	19
Thurs 16 July	Emotional Intelligence for Effective Leadership	18
Mon 20 July	Introduction to Event Management and Marketing	16
Tues 28 July	Developing Policy in Tertiary Institutions	20
Fri 31 July	Dealing with Difficult People	22

Wed 5 August	Understanding Yourself & Others through the MBTI	CANCELLED
Wed 5 August	2 nd Breakfast	83
Thurs 6 August	Self Awareness and Self Management	14
Tues 11 August	Minute Taking	20
Thurs 20 August	Giving Excellent Customer Service	11
Tues 25 August	Beyond Blue	10
Tues 8 September	Committee Servicing	14
Tues 8 September	Women as leaders	20
Wed 16 September	Sharpen your Editing and Proofreading Skills	21
Tues 13 October	Minute Taking	15
Fri 16 October	Customer Service Across Cultures	16
Mon 19 October	Introduction to Event Management and Marketing	13
Thurs 22 October	Marketing for Non Marketers	6
Fri 30 October	Developing Policy in Tertiary Institutions	17
Fri 5 November	Working with Asian Names	5
Wed 25 November	3 rd Breakfast	77
Thurs 26 November	Policy Development Forum VI	8

MEMBER SUPPORT ACTIVITIES

Two Policy Development Forums were held in 2009, for policy special interest group members.

INSTITUTIONAL COORDINATORS AND OTHER MAJOR BRANCH ACTIVITIES.

Institutional Coordinators were invited to attend a meeting of the Executive Committee, at Crown Towers after one of the breakfasts. This is to be an ongoing event, to keep in touch with what is happening at the various institutions in our region.

We ran three successful breakfast seminars at Crown Towers, Melbourne. These were very well attended due to our terrific guest speakers.

- The speaker at the first breakfast was Professor Marcia Devlin, who attracted 48 attendees.
- The speaker at the second breakfast was Professor Stephen King, who attracted 83 attendees.
- The final breakfast for 2009 was also well attended with 77 people who came along to be entertained by local Melbourne comedian Rod Quantock.

14.3 Central Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

The Central Region has had one of its most successful years yet, meeting its annual membership target of 120 half way through the year and achieving some milestones in terms of attendance at a number of activities. The most successful undoubtedly was

the Branch Conference at which there were well over 100 participants, half of whom were not even ATEM members, where previously our best attendance was just over 80. While the program was clearly attractive, the high attendance was in large part due to increased marketing we were able to achieve through the employment of professional administrators to undertake the organisation of activities, a job which has previously been done by members in their scant free time. This high level of attendance continued through the year for most of the sessions the Region undertook and this was what resulted in the increase in membership. The committee looks for even better engagement in 2010.

OVERVIEW OF PD PROGRAMS

The PD program in 2009 covered a range of activities. We started the year with our usual free breakfast for members to launch the Program. This event provides an excellent opportunity for members to network with each other at the beginning of the academic year and for the last few years has been held in the Naval Military and Air Force Club – a lovely old venue on the edge of the CBD. The second session focused on student retention and included a visiting speaker from WA who had presented a similar program to the Western Region in 2008. The Branch Conference, held in May at our usual venue at Glenelg, was the highlight of the year and included speakers such as Vin Massaro, Michael McGregor and Shelda Debowski. One of the best sessions we held was a breakfast session called Webs, Wikis, Blogs, Avatars, What the? This was well attended and the audience was fascinated to see what happens when you join second life and can arrive with no clothes on... Another highly successful half day session was for HEO5-7 staff, focussed on Career Development. This was over-subscribed and we will be running a follow-up similar session in 2010.

INSTITUTIONAL COORDINATORS AND INSTITUTIONAL RELATIONSHIPS

The Institutional Coordinators continue to ensure that the ATEM program gets well advertised throughout their institutions and that members remain engaged and linked to ATEM activities. We still struggle to attain the same engagement from all other institutions as we do from UniSA, but we continue to try.

OTHER UPDATES

The Regional Committee has had its usual ups and downs in 2009, losing some members and gaining some during the year and some people change their responsibilities. In particular we are grateful for the work done by Dawn le Cornu and Stephen Phillips, both of whom have had to leave the committee due to other commitments and we are particularly grateful to Lesley Grady who was Institutional Coordinator for UniSA and has reduced her responsibilities with us due to other commitments (but remains on the committee) and similarly Carol Sutherland, who has been our Program Coordinator for a number of years, and who has stepped aside from this role, but has also remained on the committee. We are very pleased that Julie Browne has agreed to take on the role of Program Coordinator and Louise Seaman has taken on the role of Institutional Coordinator for UniSA. Greg Wright continues in his long standing role as Institutional Coordinator for Flinders as does Jess Raeburn for Adelaide Uni. We also welcome a few new members on to the committee, in particular, Kym Davidson from Adelaide Uni and Kerry Wells from UniSA.

14.4 NSW/ACT Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

The committee worked hard to formalise committee policies and procedures (notable examples being the grants processes, Institutional Coordinators funding request procedure and committee election process) The next phase will be to capture this knowledge via online tools rather than relying on committee members separate record keeping processes. Through an expanded professional development program and careful spending the committee has recorded a healthy budget surplus.

The June committee elections attracted increased interest from members to be involved in ATEM.

Chair	Jennifer Martin (nee Till) (UNSW)
Region Executive Officer	John Chapman
Deputy Chair (Professional Development)	Tony Reed (UTS)
Deputy Chair (Membership and Institutional Coordinators)	Peter Maywald (University of Wollongong)
Deputy Chair (Community Engagement)	Susan Hudson (UWS)
Projects Manager	Lorraine Rhind (University of Sydney)
Administration Manager	Debra Plumb (UWS)
General Committee Members	Kathryn Blyth (UTS) Alex Pringle (ANU)

Members who have volunteered to be involved in other opportunities and subcommittees:

Julie Cleary (CSU)	Nicole Peel (UWS)
Hedy Bryant (CSU)	Daniel Owens (UNSW)
Michelle Crawford (Avondale College)	Veronika Roth (UNSW)
Philip Brown (Avondale College)	Tatjana Kroll (UNSW)
Carroll Graham (UTS)	

OVERVIEW OF PD PROGRAMS

Following from key recommendations from the Massaro Report, the region's 2009 PD program focused on practical skills and sector-focused themes. 314 people attended one or more sessions in 2009. Process mapping proved the 'hot topic' of the year with demand resulting in four sessions on this topic throughout the year.

The region develops the program in consultation with members through surveys and is influenced by the skills and contacts of the committee, in particular the Deputy Chair (Professional Development). The support of management at UTS deserves special mention this year in terms of many staff being involved in program coordination and venues being provided for the majority of the sessions run throughout 2009.

Date	Program	Attendees
Thursday 12 th February	Writing and Presenting Conference Papers for Maximum Impact	21

Friday 13 th February	The How's and Why's of Process Mapping	28
Monday 23 rd March	Re run of The How's and Why's of Process Mapping	17
Friday 27 th March	An Introductory Session on Minute Taking and Supporting Committees	18
Friday 17 th April	Managing Challenging Customer Service Situations	7
Friday 24 th April	Policy and Report Writing Workshop: Writing for	13
Thursday 30 th April	Interview and Application Skills Workshop	4
Friday 3 rd July	Region conference – ‘A Brave New World’	68
Friday 17 th July	Strategic Thinking and Planning For Tertiary Education	17
Friday 31 st July	A Little Help Please: A Networking Workshop for University Administrators	20
Tuesday 1 st September	Progress and Change in University Fundraising Conference	17
Friday 25 th September	Understanding and Writing for the Web	27
Friday 2 nd October	Re run of The How's and Why's of Process Mapping	28
Friday 6 th November	Special Presentation - Understanding HESA and AIP	22
Friday 13 th November	Re run of The How's and Why's of Process Mapping	28

INSTITUTIONAL COORDINATORS AND INSTITUTIONAL RELATIONSHIPS

Institutional Coordinators' grants were again available to run "grass roots" activities on campuses across the region. Highlights included:

- Events were held at the University of Western Sydney (UWS) and the University of New South Wales (UNSW) to celebrate Administrative Professionals Week.
- The University of Canberra hosted a well attended morning tea to promote ATEM as an opportunity for staff to develop their careers.
- Staff publications at the University of Sydney, University of Wollongong and Charles Sturt University have been used to promote the association.

Membership trends were analysed throughout 2009, with a new membership drive 'ATEMber' taking place in November aiming to increase numbers. This pilot program will be evaluated and will influence further membership-focused initiatives in 2010.

The work of Susan Hudson in formalizing and improving the grant selection guidelines and processes is to be commended in 2009. Two grants for the TEMC conference were again offered through the region. The recipients are Sandra Meiras from the University of Sydney and Theresa Hoynes from the University of Wollongong.

OTHER UPDATES

- Chair Jennifer Martin (nee Till) presented with ATEM Executive Officer Maree Conway at the Informa Recruitment and Retention in Higher Education conference held in Sydney in February. The presentation was entitled 'The Changing Nature and Scope of Professional University Staff'

- Lorraine Rhind was invited to speak to a Chinese delegation visiting the University of Sydney about her experiences with ATEM.
- Jennifer and Peter Maywald were invited to be on the panel for ATEM's 'Moving into Management' residential program held on 21st October 2009 to discuss their career paths with participants.
- Susan Hudson has been awarded an ATEM travel grant to research further into the use of the term 'professional staff' in tertiary education organisations.
- Alex Pringle presented at TEMC2009 on "A Sustainable Finance System: A Solid Foundation for Success".

14.5 Tropical Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

The 2009 Tertiary Education Management Conference (TEMC) was held at the Darwin Convention Centre, Darwin, Northern Territory from 13 September to 16 September 2009. The theme of the conference was The Real Education Revolution; Sustainability in Tertiary Education with several sub themes under this title. A total of 560 delegates attended with corporate sponsorship reaching a record amount.

This, our second year as the Tropical Region, has been a consolidation year for the professional development program, our presence within ATEM and building relationships with our stakeholders.

The region currently has 38 members (18 individual, 17 corporate and 3 emeritus). Whilst the region may not yet have the membership numbers of others, we feel that we make a significant contribution from our member institutions– Batchelor Institute of Indigenous Education (3 members), Charles Darwin University (Darwin, Jabiru, Katherine, Nhulunbuy, Tennant Creek) (9 members), CQ University (Rockhampton, Mackay, Emerald and Gladstone) (13 members), James Cook University (Townsville, Cairns) (9 members) and Flinders NT Clinical School (1 member) with our aim to continue to enhance our membership and our relationships with key stakeholders such as our corporate members and communities.

OVERVIEW OF PD PROGRAMS

Only two programs were run in the region, both reaching registration limits and netting a profit.

CQ University (Rockhampton campus) ran Policy Development in Tertiary Institutions on Friday 26 June 2009. Anecdotal feedback and formal evaluations were very positive. The second program was Combined Committee Skills run in Townsville on Friday 24 July. HR came on board with the program run in Townsville by subsidising program fees for any staff members wishing to attend. This greatly contributed to the success of this program, with feedback and registrations exceeding expectations.

Although these programs were successful financially, in promoting ATEM and making networking opportunities, this did not translate into many new memberships. One program had to be cancelled which was to be held in Darwin on the back of the TEMC. However, as it wasn't promoted with TEMC information, minimum registrations were not reached.

INSTITUTIONAL COORDINATORS AND INSTITUTIONAL RELATIONSHIPS

Charles Darwin University	Di Skewes
Batchelor Institute	Vacant (Viv Carson resigned from Batchelor in 2009. A new institutional coordinator is being sought.)
James Cook University	Anna-Marie Williams
CQ University	Vacant, Chair acted as IC

OTHER UPDATES

Jo Miller, Tropical Regional Chair, attended the American Association of University Administrators (AAUA) Conference as an ATEM reciprocal delegate, which was held in Arlington, Virginia, USA. The conference theme was "Engaging with Our Critics: New Perspectives on Higher Education". Thanks go to ATEM and CQ University for the immense privilege and the opportunity for both personal and professional development to attend the AAUA national assembly and gain comparative perspectives of the higher education system of the USA.

14.6 Western Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

The ATEM Western Region Professional Education Committee developed an Operational Plan to guide ATEM activities in the Region throughout 2009 and beyond. The Plan focuses on re-establishing the ATEM profile in the region, increasing membership and institutional representation on the Committee, and providing a high-quality professional development program.

The PD program was expanded in 2009, and the sessions attracted an average attendance of 43. This was a considerable increase over the numbers in 2008.

The Region ended the year with a small budget surplus.

OVERVIEW OF PD PROGRAMS

The scope of the program was wide, from the development of particular skills (e.g. contract management, presentation skills) to raising awareness of broad trends and issues in the sector (e.g. the Bradley Report, changes in higher education policy and funding, and women in higher education). A highlight was a well-attended seminar by Dr Gavin Moodie on the implications of the policy and funding changes for tertiary education managers. A variety of formats was used, including breakfast, morning and late afternoon events.

After rotating PD events among institutions for many years, the Committee decided in 2009 to hold most events at a single location in the Perth CBD, as a way of maximising convenience for most attendees. This appears to have been successful.

INSTITUTIONAL COORDINATORS AND INSTITUTIONAL RELATIONSHIPS

Co-ordination between the Western Region Professional Education Committee and institutions was strengthened in 2009 through the appointment of additional Institutional Coordinators, who are full members of the Committee. This includes the

VET sector, although there is considerable scope to increase ATEM membership in that sector. The Committee continued efforts in this direction.

As noted above, a priority of the Committee in 2009 was to raise ATEM's profile generally in the region, including among the senior executive of the institutions.

OTHER UPDATES

The Committee began planning for a major regional conference in 2010 on the protection of "Brand Australia" in the area of international education.

14.6 SE Queensland/Northern Rivers Region

OVERVIEW OF THE YEAR/HIGHLIGHTS

Two successful networking sessions were held during the year with guest speakers Dr Carol Dickenson, University Registrar, QUT (early in year to launch the professional development program) and Dr Gavin Moodie, Principal Policy Adviser, Office of the VC, Griffith University (in September). Both gave members very clear and personal insights into current sectoral issues/challenges.

OVERVIEW OF PD PROGRAMS

Twelve varied courses were offered over the year of which eleven were run with a total of 216 registrations.

Griffith University provided the administrative support for the year. The introduction of the new online registration system also contributed strongly to the success of the program.

OTHER UPDATES

The region will be hosting the 2011 TEM conference at the Gold Coast. Bruce McCallum is the organising chair. He brings a wealth of experience to this role having organised a number of Queensland state conferences in the past.

15 THE ATEM COUNCIL

As at 31 December 2009 the ATEM Council consisted of the following members:

Stephen Weller	ATEM President
Linda McLain	Vice-President
Tony Heywood	Vice-President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Heather Davis	ATEM Councillor
Maddy McMaster	ATEM Councillor
Ali Hughes	Chair, Aotearoa Region
Joanne Austin	Chair, Bass Region
Judy Szekeres	Chair, Central Region
Jennifer Till	Chair, NSW/ACT Region
John Swinton	Chair, South-East Queensland/Northern Rivers Region
Jo Miller	Chair, Tropical Region
Ken McCluskey	Chair, Western Region

As at 31 December 2009 the ATEM Secretariat consisted of the following officers:

Maree Conway	Executive Director
Giles Pickford	Assistant Secretary
Peter Scardoni	Assistant Treasurer
Neil Voyce	EO Aotearoa
Jenny O'Connor	EO Bass
Jo Schneider	EO Central
John Chapman AM, ASM	EO NSW/ACT
Vacant	EO SE Queensland/Northern Rivers
Barbara Stubbs	EO Tropical
Murray Wackett	EO Western