

**Association for Tertiary Education Management Inc.**  
ABN 72 682 233 729

**COUNCIL AGENDA**

There will be a meeting of the ATEM Council on Tuesday 27 September 2005 at 1.00 pm in the Executive Board Room, Perth Convention and Entertainment Centres.

**\*1 Welcome and Apologies**

Apologies have been received from Ion Wallace and Ginny Ferguson. Ginny Ferguson will be represented by Ali Hughes, Vice-President of the NZ Branch.

**\*2 Starring of Items**

The President will invite members to star any additional items for discussion. All unstarred items will then be immediately and simultaneously received, endorsed, approved or noted as appropriate.

**\*3 Minutes**

The Minutes of the Council Meeting held on 20 May are attached. For Confirmation. **Pages 5-12**

**4 Business Arising from Council Minutes**

**\*4.1 ATEM Action Sheet**

This sheet constitutes all business arising from the Minutes. The sheet is updated and circulated monthly. Council is invited to consider any unfinished business. For discussion.

**\*4.2 AVCC/ATEM Joint Courses**

A report prepared by VP Margie Cole is attached. For discussion. **Pages 13-15**

**\*4.3 Appointment of a Councillor at Large**

A report prepared by the ATEM Secretariat is attached. For Discussion. **Pages 16-17**

**\*4.4 Survey of Members**

Lucy Schulz will report on the results of the survey of members. A report will be tabled on the day.

**5 President's Report**

5.1 The President's Report will be in tabled papers.

## 6. Membership Matters

### 6.1 Membership Coordinators

Lucy Schulz's communication with 53 ATEM Membership Coordinators is attached. For Noting. Pages 18-19

### \*6.2 Implementing the Membership Categories

A report on the implementation of the new membership levels has been prepared by the ATEM Secretariat. For noting and for a decision on the \$100 application fee. Pages 20-23

### \*6.4 Corporate Members Campaign

A report from the ATEM Secretariat is attached. For noting and for endorsement of lenient renewal process. Pages 24-25

## 7 International Activity

Set out below is the current allocation of delegates to international conferences:

- (a) AACRAO: 28-31 March 2005 at New York. Our delegate was **BP Lucy Schulz**. There is no AACRAO delegate to TEM 2005 as yet. The next AACRAO Conference is at San Diego on 17-20 April 2006. We have not yet chosen a delegate.
- (b) AUA: 19-21 April at Keele. Our delegate was **Stuart Andrew** of the University of Tasmania. The AUA Delegate to TEM 2005 is **Sue Carrette** of AUA. The next AUA Conference is at Belfast in April 2006. ATEM will be represented by **the President**.
- (c) AAUA: 23-25 June at Galveston, Texas. As yet there have been no expressions of interest from Council Members. There is no AAUA delegate to TEM 2005.
- (d) ACHEA: The 2005 Conference will be on 6-9 July in the Tobago Hilton, Trinidad and Tobago. There were no expressions of interest from Council Members. There is no ACHEA delegate to the TEM 2005.

Any Councillor interested in attending the AACRAO, AAUA or ACHEA Conferences is requested to contact the ATEM Secretariat. Attendance is on the basis that registration and accommodation is free, with only the air fare needing to be covered by the delegate. This arrangement is reciprocal.

For noting.

## 8 Reports

### 8.1 Conferences

#### \*8.1.1 2005 TEM Conference

A report by BP Chris Jeffery will be tabled at the meeting. For discussion.

#### \*8.1.2 Preliminary Report 2006 Conference

A report by BP Kay Hemsall is attached. For discussion. Pages 26

**8.1.3 Future Conferences**

Future Conferences will be Canberra 7-10 October 2007, New Zealand 28 September - 1 October 2008, Darwin 2009, Melbourne 2010 and Brisbane 2011. This schedule has the agreement of TEFMA. For noting

**\*8.1.4 Financial Delegations for Conferences**

Council is reminded of the provisions in the Finance Manual concerning financial oversight of the Conference. Extracts from the Conference Manual collated by VP Margie Cole are attached. For discussion. [Pages 27-28](#)

**\*8.2 The Journal of Higher Education Policy and Management**

A report from the Joint Editors is attached. For discussion. [Pages 29-31](#)

**8.3 Report of the Awards and Grants Committee**

The Recommendations of the Awards and Grants Committee, as approved by the Executive Committee, are as follows:

Maurie Blank Study Scholarship	Julie McFarland, Victorian Branch
Peter Karmel International Study Scholarship	Anne Walker, New Zealand Branch
Meritorious Service Award	Neil Voyce, New Zealand Branch
	Chris Jeffery, WA Branch
Certificate of Appreciation	Patricia Berry, SA Branch
	Alister Richards, SA Branch
Honorary Fellow	Grant Harman, NSW Branch

For noting.

**8.4 Report of the Returning Officer**

The Returning Officer's Report is attached. For noting. [Page 32](#)

**\*8.5 FMAC**

Since the last meeting FMAC has met by Teleconference on 20 June, 2 September and 27 September.

A report is attached. [Pages 33-43](#)

**8.6 Financial Reports**

All the financial reports in item 8.6 were e-mailed separately on Sunday 18 September 2005.

**\*8.6.1 Progress Budget 2004 – 2005****\*8.6.2 Draft Budget 2005 - 2006****\*8.6.3 Branch Contributions to Council****8.6.4 Payments Schedule**

For noting

**8.6.5 Audited Annual Accounts**

For adoption

**8.6.6 Revised Finance Manual**

The revised Finance Manual has been updated in accordance with Council's resolutions at the May meeting. It is not on the web at this URL: [http://www.atem.edu.au/members/policy\\_documents.cfm](http://www.atem.edu.au/members/policy_documents.cfm)

**8.7 Annual Report 2004 - 2005**

The final version of the Annual Report is attached. For adoption **Pages 44-58**

**9 Business Referred by Branches**

9.1 There is no business referred by Branches.

**10 Other Business****10.1 Members Forum**

The Members' Forum this year will focus on (a) the new Membership Levels (address by Chris Jeffery) and on (b) the results of the Membership Survey of ATEM Communications (address by Lucy Schulz). Toni Hodge will chair the forum. For noting.

**\*11 Annual General Meeting of the ATEM Foundation Ltd**

Council will reconvene as the Annual General Meeting of the ATEM Foundation.

The Board of Directors of the ATEM Foundation Pty Ltd held their meeting earlier in the day. The Agenda for the meeting is attached. For adoption. **Pages 59-63**

**12 2005 Meetings Calendar****PERTH**

Tuesday 27 September, 8.30 am – ATEM Foundation Board meeting

Tuesday 27 September, 9.00 am – Executive Committee meeting

Tuesday 27 September 10.00 am to 12 noon - FMAC

**Tuesday 27 September, 1.00 pm – ATEM Council Meeting**

Thursday 29 September, 7.30 am – ATEM Awards Breakfast and Members' Forum

Thursday 29 September, 9.00 am – ATEM Annual General Meeting

Thursday 29 September, 12.00 noon – ATEM Ghosts' Lunch

*GP 16/9/2005*

**Distribution:**

Tom Gregg	ATEM President
Richard Easther	Vice-President
Margie Cole	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Ion Wallace	Councillor at Large
Steve Langley	President ACT Branch
Kay Hemsall	President NSW Branch
Scott Snyder	President NT Branch

Ginny Ferguson  
Ali Hughes  
John Swinton  
Lucy Schulz  
Carol Harding  
Joanne Austin  
Chris Jeffery

President NZ Branch  
President's Nominee  
President Queensland Branch  
President SA Branch  
President Tasmanian Branch  
President Victorian Branch  
President WA Branch

Giles Pickford and  
Peter Scardoni

ATEM Secretariat

Ian Dobson and  
Angel Calderon

Joint Editors of the Journal

**Association for Tertiary Education Management Inc.**  
ABN 72 682 233 729

**COUNCIL MINUTES**

Minutes of a meeting of the ATEM Council held on Friday 20 May 2005 at University House, Australian National University.

**PRESENT:**

Tom Gregg	ATEM President
Chris Jeffery	Vice-President and President WA Branch
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Toni Hodge	Councillor at Large
Ion Wallace	Councillor at Large
Steve Langley	President ACT Branch
Kay Hemsall	President NSW Branch
Ginny Ferguson	President NZ Branch
Roger Byrom	President Queensland Branch
Lucy Schulz	President SA Branch
Carol Harding	President Tasmanian Branch
Gerard Toohey	President Victorian Branch

Giles Pickford and  
Peter Scardoni ATEM Secretariat

**1 Welcome and Apologies**

Apologies from VP Richard Easter, BP Scott Snyder and Ian Dobson were received.

**2 Starring of Items**

The President invited members to star any additional items for discussion. All unstarred items were then immediately and simultaneously received, endorsed, approved or noted as appropriate.

**3 Minutes**

The Minutes of the Council Meeting held on 29 September 2004 were confirmed  
Flying Minute 1/2005 concerning the PCO Tender Decision was noted.

**4 Business Arising from Council Minutes**

**4.1 ATEM Action Sheet**

Council discussed each item on the ATEM Action Sheet and noted that good progress had been made. This sheet constitutes all business arising from the Minutes. The new ATEM Action Sheet, including all new business flowing from the May Meeting was circulated with these Minutes. Council noted that the sheet is updated and circulated monthly.

## **5 President's Report**

Council discussed the President's Report. Various changes were suggested prior to circulation to members via 'ATEM Matters'.

### **RESOLVED 1/05**

That the President's Report (as attached) be received, and circulated.

## **6. Membership Matters**

### **6.1 Membership Coordinators and Kit**

Council noted that Lucy Schulz was appointed by the Executive Committee to coordinate the forty Membership Coordinators, and to begin the planning process for a session during the TEM Conference. Lucy Schulz reported on her plans to identify which MCs are attending the 2005 TEM Conference and to bring them together in September to exchange ideas and further develop their programs. It was agreed that the best time and place would be a Breakfast Session early in the Conference with a separate room for the meeting. VP Chris Jeffrey will assist.

Council then noted the new Membership Kit, created for ATEM by the South Australian Branch. The new Membership Brochure, Membership Certificate and Lapel Badges were all noted. It also noted that the Folder and the Biro had not been achievable within budget.

The ATEM Secretariat pointed out that there was space for advertising in the brochure and VP Chris Jeffrey agreed to offer this opportunity to sponsors eager for promotional vehicles outside the TEM Conference.

### **6.2 Implementing the Membership Categories**

A table showing the status quo with applications for membership up-grades was noted. VP Chris Jeffrey suggested that there was a need for the Panel Chairs to hold regular teleconferences so that a consistent approach is maintained, and also to discuss spot audits. He also suggested that a Supervisor's support for a membership upgrade would be as important as referee's reports, the latter only being required for Fellow.

The ATEM Secretariat was asked to inform Vice-Chancellors and HR Departments of membership upgrades given to their staff.

### **6.3 The Annual Census**

The table showing the membership statistics as at 30 April 2005 compared to 30 April 2004 was noted. Council noted that the NZ Unfinancial Members had jumped from 9 to 100 in a day as due to various problems the census had been delayed from 30 April to 1 May. This phenomenon occurs because many NZ Branch members have a renewal date which coincides with this date.

### **6.4 Corporate Members Campaign**

A report from the ATEM Secretariat was discussed. It was noted that new members continued to outnumber resignations. Only three Australian and two New Zealand Universities remain non-corporate members. However the situation with TAFE was steadily eroding. Giles Pickford said that he had arranged with the President of TAFE Directors Australia for the ATEM President to address a

meeting in the near future. The situation with COPHE is looking good as ATEM Member Tony Heywood is assisting with liaison in that area.

Council also noted that the Corporate Members campaign had been set up by Emeritus Chapter member Trish Burgess, but that it was now administered by the ATEM Secretariat with a saving to budget of \$3,000 in a full year.

## **7 International Activity**

Council noted the current allocation of delegates to international conferences below:

(a) AACRAO: 28-31 March 2005 at New York. Our delegate was BP Lucy Schulz. There is no AACRAO delegate to TEM 2005 as yet. The next AACRAO Conference is at San Diego on 17-20 April 2006. We have not yet chosen a delegate.

(b) AUA: 19-21 April at Keele. Our delegate was Stuart Andrew of the University of Tasmania. AUA Delegate to TEM 2005 is Sue Carrette of AUA. The next AUA Conference is at Belfast in 2006. ATEM will be represented by the President.

(c) AAUA: 23-25 June at Galveston, Texas. As yet there have been no expressions of interest from Council Members. There is no AAUA delegate to TEM 2005 as yet.

(d) ACHEA: The 2005 Conference will be on 6-9 July in the Tobago Hilton, Trinidad and Tobago. As yet there have been no expressions of interest from Council Members. ACHEA has been invited to nominate a delegate to the 2005 TEM Conference.

Any Councillor interested in attending the AACRAO, AAUA or ACHEA Conferences was requested to contact the ATEM Secretariat. Attendance is on the basis that registration and accommodation is free, with only the air fare needing to be covered by the delegate. This arrangement is reciprocal.

Council also noted that Maddy McMaster of the Victorian Branch had attended the AUA Conference at Keele University and would report her findings at the 2005 TEM Conference: and that BP Lucy Schulz will report her findings in 'ATEM Matters'.

## **8 Reports**

### **8.1 Conferences**

#### **8.1.1 2004 TEM Conference**

BP Carol Harding presented the report of the 2004 Conference Organising Committee. Council noted that, in answer to a question, the GST had been paid by the PCO as required. The many recommendations in the PCO's report were noted. VP Chris Jeffery agreed that the WA Branch would implement as many of the recommendations as possible.

It was also agreed that instead of re-writing the Conference Manual there should be an extra section of the Manual containing the recommendations of the 2004 TEM Conference Organising Committee.

Council agreed that the 2004 TEM Conference was one of the best events we have ever had and that the standard of the report was excellent. It requested VP Carol Harding to pass its congratulations and thanks back to the 2004 Organising Committee.

**8.1.2 2005 TEM Conference**

Council noted the report of the 2005 Conference Organising Committee presented by BP Chris Jeffery. Council agreed that the CD containing articles about higher education over the last two years would be useful to all members and requested the WA Branch to provide a copy to the ATEM Secretariat.

Generally the Conference plan was applauded and the Organising Committee congratulated.

**8.1.3 Preliminary Report 2006 Conference**

Council considered a preliminary report on the 2006 TEM Conference presented by BP Kay Hemsall. Kay requested help with ideas for the 30<sup>th</sup> Anniversary, speakers and themes and Councillors agreed to come forward with ideas.

The problem with the Sydney Hilton room price, and the demand for a \$100,000 deposit, was noted and it was agreed that an alternative venue should be sought.

**8.1.4 Future Conferences**

Council noted that future Conferences will be Canberra 7-10 October 2007, New Zealand 28 September - 1 October 2008, Darwin 2009 and Melbourne 2010. This schedule has the agreement of TEFMA. Council noted that as we are working towards having a greater affinity with the date and venue of the Senior Staff Seminar, it would be good if the various Branches above select the date of the above impending conferences. There was also a debate about whether the smaller Branches should have a smaller number of the Conferences allocated to them. This issue was resolved in favour of the status quo.

**RESOLVED 2/05**

- (a) That the NT Branch needs to confirm that it is ready to run the 2009 Conference as the venue capacity was in doubt a year ago.
- (b) That the 2011 TEM Conference be held in Queensland subject to TEFMA approval.

**8.2 The Journal of Higher Education Policy and Management**

Council noted the report from the Joint Editors. It also noted that a process of consultation with the members would be carried out in the near future. (See item 10.3 below)

**8.3 FMAC**

Association Treasurer Neil Voyce presented the report from the Financial Management Advisory Committee.

**RESOLVED 3/05**

- (a) That Council abandons the concept of a single Auditor for ATEM.
- (b) That Council requests all Branches to forward to FMAC certification that their Auditors are qualified in the meaning of the Act in Australia or are Chartered Accountants in New Zealand.
- (c) That Council circulate all Auditors with printed copies of the Finance Manual as amended, with a request that their Audits include surveillance that Branches are complying with the rules in the Finance Manual.
- (d) That, with the modifications agreed at the meeting, the amendments to the Finance Manual were approved.

## **8.4 Financial Reports**

### **8.4.1 Progress Budget 2004 – 2005**

#### **RESOLVED 4/05**

That the Progress Budget 2004-2005 is adopted, and the improvement in the annual surplus from the forecast of \$850 to \$3318 be noted with pleasure.

### **8.4.2 Draft Budget 2005 - 2006**

#### **RESOLVED 5/05**

(a) That the draft budget 2005-2006 is adopted, and the projected budget through to 2007 is noted.

### **8.4.3 Branch Contributions to Council**

The 2005 Census was noted. It will be used in September 2005 to set the Branch contributions to Council for 2006-2007.

### **8.4.4 Payments Schedule**

Council noted the payments schedule.

### **8.4.5 Annual Accounts**

#### **RESOLVED 7/05**

That the Annual Accounts for 2004-2005 be adopted and referred to the Auditor for audit.

### **8.4.6 New Chapter 8 for Finance Manual**

#### **RESOLVED 8/05**

That the proposed new Chapter 10 for the Finance Manual, describing the CMS, is adopted.

## **8.5 Annual Report 2004 - 2005**

#### **RESOLVED 9/05**

The draft Annual Report was noted. Council noted that there was an urgent need for Branch Presidents to provide their reports on PD activities and other projects to the Association Secretary.

## **9 Business Referred by Branches**

Council discussed a proposal from the New South Wales Branch seeking approval in principle to offer discounted multi-year membership renewals to its members on a 2 or 3 year basis.

Council discussed the idea, but noted that it had adopted a single fee structure across all Branches several years ago, and that it wished to retain that simplicity for the time being. The introduction in March of a differential fee scale for the various membership levels had complicated things considerably and had proved costly to translate into the CMS. A further set of complications and added implementation cost at this stage was not viewed sympathetically at this time.

It was agreed that the idea should be reviewed again once the implementation of MYOB across all Branches had been achieved, after which reconciliations involved in ten sets of accounts would become less complex.

**10 Other Business****10.1 2005 Council Elections**

Council noted that the following positions will fall vacant after the 2005 AGM: President, Vice-President (Richard Easter), Treasurer. The election schedule is as follows:

Wednesday 1 June	Call for Nomination
Tuesday 21 June	Nominations close
Tuesday 28 June	Ballot opens
Monday 1 August	Ballot closes

Council noted that the Association Secretary had appointed Giles Pickford as Returning Officer. It also noted that the Association Secretary had received notice from VP Chris Jeffery that he would resign from the position of Vice President ATEM as from 21 May 2005.

**RESOLVED 10/05**

(a) That Council appoints Margie Cole to fill the casual vacancy of Vice-President created by Chris Jeffery's resignation, with that appointment term being from the close of the May Council Meeting 2005 until the end of the 2006 AGM.

(b) That Council appoints Toni Hodge to fill the casual vacancy of Association Secretary created by the move of Margie Cole to Vice-President, with that appointment term being from the close of the May Council Meeting 2005 until the end of the 2006 AGM.

**10.2 Appointment of Councillors at Large**

Council noted a paper prepared by the Association Secretary on the appointment of Councillors at Large.

**RESOLVED 11/05**

(c) That Council accepts Ion Wallace's nomination by the Executive Committee to continue his appointment as Councillor at Large for one more year ending in September 2006.

(d) That Councillors consider nominations for a Councillor at Large who would be appointed from September 2005 to 2007 to replace Toni Hodge. Some time was spent discussing the qualities needed for a Councillor at Large.

**10.3 Members' Survey**

Council noted that following a discussion at the Executive Committee it was agreed that Jan McAdam should be commissioned to undertake an in-depth members' survey to establish attitudes to the ATEM Journal, ATEM Matters, Weekend Update and the ATEM Forums. Council discussed the draft questionnaire.

**RESOLVED 12/05**

That VP Chris Jeffery, BP Lucy Schulz and BP Ginny Ferguson are requested to consider the survey, and any other type of consultative process with the membership, and report back to the next meeting of the Executive Committee.

**11 2005 Meetings Calendar****PERTH**

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Tuesday 27 September, 9.00 am – Executive Committee meeting

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**Tuesday 27 September, 1.00 pm – ATEM Council Meeting**

Thursday 29 September, 8.00 am – ATEM Awards Breakfast and Members' Forum

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Thursday 29 September, 12.00 noon – ATEM Ghosts' Lunch

*GP 24 May 2005*

**Distribution:**

Tom Gregg	ATEM President
Chris Jeffery	Vice-President and President WA Branch
Richard Easther	Vice-President
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Toni Hodge	Councillor at Large
Ion Wallace	Councillor at Large
Steve Langley	President ACT Branch
Kay Hempsall	President NSW Branch
Scott Snyder	President NT Branch
Ginny Ferguson	President NZ Branch
Roger Byrom	President Queensland Branch
Lucy Schulz	President SA Branch
Carol Harding	President Tasmanian Branch
Gerard Toohey	President Victorian Branch

Giles Pickford and  
Peter Scardoni ATEM Secretariat

Ian Dobson and  
Angel Calderon Joint Editors of the Journal

## **Item 4.2 ATEM/AVCC Joint Courses**

### **Background**

In my role as ATEM VP, I was nominated by ATEM Council to be the coordinating point for our links with AVCC which involve:

1. Working with AVCC to jointly run some AVCC programs, jointly badged as AVCC/ATEM courses
2. Having AVCC “endorse” some of the more regular ATEM programs, to raise their status
3. Initiate contact to ascertain whether there may be some opportunity for ATEM or ATEM/AVCC programs to count towards formal study.

### **STATUS**

#### **1. JOINT DELIVERY**

The first joint delivery was the 3-day AVCC program aimed at HEW levels 5-7, called ‘Challenges for Universities and Individuals’. This was hosted by the NT Branch and run in Darwin in late July.

As the first such operation, I endeavoured to be kept closely involved and informed in the whole process, in an attempt to ensure that:

- Each party knew what it was responsible for and undertook those tasks properly, so that there were no gaps or duplication of effort, and that the tasks were undertaken in a way to minimise costs;
- The consistently high standard of the AVCC Program wasn’t compromised
- As a result of the first trial, we would be in a position, working with AVCC, to determine some guidelines about future iterations, so that responsibilities did not require renegotiation each time
- Costs were kept to a minimum, so that course fees were likewise kept as low as possible (bearing in mind that when AVCC runs these programs, they are residential and also, for most participants, require interstate travel, making them very expensive); and that a budgetary framework could be established and agreed to by both parties so that it did not require renegotiation with individual ATEM Branches each time; and that “rules” were clear re costing the program and sharing the profits/losses.

There was some disappointment from my end with the level of communication from both the AVCC and NT ATEM Branch about the organisation of the program, despite repeated attempts to seek advice and to be kept informed about task allocation and costings.

I can advise that the course ran very successfully, by all accounts, for about 43 (?) HEW 5-7 staff from CDU and Batchelor. I believe that NT ATEM is still working through the registration process to ensure all delegates have paid their fees.

I am not in a position to advise a detailed costing (or whether there was a small profit or loss) nor what arrangements were agreed between the two parties for the distribution of funds; I know that AVCC agreed to bear the expected loss for this one and did not charge for intellectual property, though it indicated that future offerings of the course in Perth and elsewhere would be run on a small profit basis and that the budget would include a charge for our intellectual property.

I can advise that AVCC determined to not provide completion certificates due to the high production costs the way AVCC produces them, despite my suggestions that these need not be expensive documents, but could be adequately designed and printed by the local branch. I am continuing to follow this aspect up.

I am therefore frustrated that I have not yet been able to develop a clear set of protocols or a budget framework for use by other branches when running the program; or a clear set of agreed principles and specifications, from this first pilot course.

AVCC and WA ATEM are liaising about running the same program over there, and SA is looking to a 2006 offering; with the high degree of uncertainty over how to cost the program, which is needed before a branch can determine a course fee and promote it, the WA offering has been deferred to early 2006, despite both parties originally being keen to run it this year. This highlights the need for the agreed approach re tasks and budgets to be formalised.

I am unsure what further efforts I can take in this regard, given the lack of detailed replies to my questions from the first iteration which sought to work to this end.

## **2. AVCC ENDORSEMENT of SELECTED ATEM COURSES**

I approached AVCC about it formally being able to "endorse" or co-badge ATEM programs to enhance their status and encourage further participation, providing as a starting point details of Qld ATEM's very successful Towards Middle Management Program. (I am seeking similar information from Joanne Austin in Victoria branch re its middle management program.) Initial response from AVCC (Susan Scott) was to not be aware we'd discussed that possibility! I jogged her memory by providing an extract of notes Tom Gregg had made from that.

The current status is that, as at 8 August, Susan Scott at AVCC advised "I have to say though that running the programs with ATEM this year is my priority (along with running the other programs we offer) and the 'endorsement' issue is not high on the agenda".

It may require the ATEM President to pursue this further with John Mullarvey.

## **3. RECOGNITION of ATEM PROGRAMS TOWARDS FORMAL STUDY**

With the assistance of NSW BP Kay Hemsall, an initial enquiry has been made to ascertain UNE's views on this. Responses are encouraging, Kay advising that "Director Teaching and Learning – Professor Ian Macdonald – is very interested in pursuing the AVCC/ATEM PD credits towards UNE awards plus thinks there is a future in online education for ATEM which also provides credit towards UNE degrees and graduate diplomas. So there are now two champions, both Directors and Professors, on the UNE staff."

Earlier advice from Professor Larry Smith (Foundation Director of the Graduate School of Business) was:

"Larry is keen on any PD articulations into tertiary awards and advised me of three existing and one future pathway that we could make use of. He suggested that it would make the most sense to articulate into the Business awards (undergraduate degrees, postgraduate degrees, graduate certificates and graduate diplomas)."

The four possible pathways are:

1. Unspecified credit – up to 12 credit points which usually translates to 2 course units of 6cp each. This can include professional development programs attended and experience both formal and informal. The idea is that the professional development and experience is shown to have equipped the individual at a similar level as the credited course units. This is about acknowledging the level of performance achieved rather than the specific content. This provision is currently in all of the UNE awards but Larry was not sure how much use is made of it, or how many Heads of School are aware of it and make use of it.

2. Recognition of Prior Learning – this takes the form of a portfolio which demonstrates that the content for which credit is being sought has been covered to the required level and which therefore makes it redundant for the person to complete the formal unit. The onus is on the student to document all the evidence and present this as a portfolio. This can be very time consuming and many people opt not to do this.
3. Professional Development program that can be shown to have a deliberate structure (and perhaps progression) that equates to a specific unit. One way to demonstrate competency is to write an assignment determined by the Head of School that meets the requirements and can demonstrate competency. Not used by many Heads of School but could be used more.
4. Generic pathways – for people who have been through a specified professional development program that has in-built mechanisms for quality assurance. Examples of this would be related to who the presenters of courses are and what are their credentials. What assessment is done etc.

In following up these options with Kay, Kay thought that “people would need to do a course (ie sequence) of smaller PD programs (that were structured and had common outcomes) to apply for 6 or 12 credit points and this would need to be worked out with someone like Larry. As I understood it the 6 cp needs to equate to something on a similar level of performance. So if someone attended the TEM 2006 and presented a paper say this might account for the 6cp together with X many years of professional experience. Now I am making this up as a suggestion, but this is the impression that I got from Larry. If the conditions can be met then I think that we can promote the articulation.”

“Larry preferred options 1 and 4 – he said option 2 was often in the too hard basket for most people due to the work that is required in compiling a portfolio. Option 3 has merits if we are looking at the relationship between our PETF and the PD that we offer. This may require Branches to work together a bit more re PD offerings in order to satisfy articulation requirements and it may assist in cementing the relationship with the AVCC. It may also be a great way into providing online education that can be assessed and measured.”

My view is that RPL (option2) is cumbersome and requires substantial documentation by the applicant and the institution, and that we would want a simpler and more regularised credit arrangements, as implied in options 1 or maybe 4. We must remember that our pd activities are not assessed. I think the preferred approach would be option 1, but would appreciate Council’s views.

**Recommendation:**

**That Council discuss this paper and provide guidance on how we might progress these issues and work through the current “gridlocks”.**

MARGIE COLE

### **Item 4.3 Appointment of Councillor at Large**

Below is the Council Policy Document on the Appointment of Councillors at Large, adopted by Council in September 2004.

#### **Background**

In March, 2004, ATEM's constitution was changed after a referendum of members, to alter the composition of Council. Specifically, where there used to be two Councillors elected by all members for two-year staggered terms, the Constitution now indicates that there will be: Two Councillors, who will be co-opted by Council on two-year, staggered terms

#### **PROCEDURE**

1. In May of each year, the Executive is to consider the terms of Councillors, and confirm which member's term is due to expire. At this time, ATEM Secretariat will seek advice whether the outgoing Councillor wishes to be considered for renomination.
2. The Executive will review the skills and tasks of the existing membership of the Council Executive and consider the skills that may be needed from coopted Councillors for the following period.
3. The Executive will draw up a short paper listing the skills, experience, and tasks envisaged for the vacant Councillor position.
4. Branch Presidents, through the Secretariat, are advised of the identified needs and are invited to make a confidential nomination for the position to be filled. It should be stressed that there is no compulsion for each Branch to make a nomination. The advice to Branches will include whether the outgoing Councillor is prepared to be renominated. The Executive of Council may also provide a nomination.
5. The nominations should be supported by a short statement of "why this person?" which would indicate how the nominee meets the criteria listed. The nominee must have given his/her consent to the nomination, it being up to the nominator to confirm that this has been provided.
6. The full confidential list with the supporting material, plus the job description, skills and experience required, as originally sent to Branch Presidents, is to be put on the agenda for September Council, and a vote taken to select which nominee to coopt. In the event that there are no nominations, Council shall delegate to the Executive the power to coopt a member for the term in question.
7. Casual vacancies are to be filled by the Council appointment, per clause 7 of the Constitution, which states that: *"Except in the case of a Branch President, if a casual vacancy arises in the Council the remaining members of Council must appoint a member to fill the vacancy."* Such appointments are for the balance of the term of the vacancy; however, if advice of a casual vacancy of a Councillor is provided by May, when step 2 is undertaken, the process will involve Council coopting two Councillors.

The two existing incumbents have indicated that they are willing to serve another term.

**Action Required**

Council agreed at the May 2005 Meeting as follows.

**RESOLVED 11/05**

(a) That Council accepts Ion Wallace's nomination by the Executive Committee to continue his appointment as Councillor at Large for one more year ending in September 2006.

(b) That Councillors consider nominations for a Councillor at Large who would be appointed from September 2005 to 2007 to replace Toni Hodge. Some time was spent discussing the qualities needed for a Councillor at Large.

One nomination has been received to date by the WA Branch. BP Chris Jeffery will speak on this recommendation.

## **Item 6.1 Membership Coordinators**

Lucy Schulz's e-mail for a Membership Coordinators Breakfast at the TEM Conference follows. For noting.

Dear membership coordinators,

As some of you may know plans are well underway for the ATEM membership coordinators breakfast at this year's TEM conference in Perth. If you've registered for the conference we'd love to see you at the breakfast on the first day (Wednesday) at 7am for an hour or so meeting and of course breakfast (the conference starts at 8.45am)– this will be a great opportunity to meet other people involved in recruitment activities. If you are interested please let me know before Friday 16 September so I can finalise numbers for the breakfast –

[lucy.schulz@unisa.edu.au](mailto:lucy.schulz@unisa.edu.au).

I also thought I'd let you know that we now have our own page on the ATEM website – follow the link from the members only page and you'll see membership coordinators in the menu at the top of the page (all of our specific contact details are there). I look forward to working with all of you to share ideas and plan for the future membership growth of ATEM. The Council, which includes all Branch Presidents, have been very impressed with the efforts of all of you and the impact this is having on membership numbers – this can only benefit our professional association and all its members.

I've included a list of ideas which come out of the 2004 TEM conference and our meeting there. If you have other suggestions you'd like to share and/ or discuss at the membership coordinators brekkie, let me know.

### **Various ideas from the group who attended the 2004 TEM conference included:**

- Specific name badges for all members (which can be worn for events etc) – produced by WA
- Business cards for Branch Executives with information about ATEM on the back of the card
- Vouchers to new members which can then be used for future events
- ATEM brochures included in induction packages provided by institutions
- Email distribution lists provided to membership coordinators (in SA we used conference attendance list from SA conference in 2003 to encourage people to join/ come to future ATEM events)
- Recruitment activities linked to professional development program – main focus for recruitment at and/ or following professional development events both branch and campus/ institution based
- Involvement and promotion by corporate members/ senior staff who are committed to ATEM and/ or getting these people more involved so that they do promote ATEM within their own organisations
- Bring your lunch events at institutional/ campus level with gold coin donations
- Planning sessions which are focused on specific interest groups eg. faculty managers, research student administration etc.
- Higher Education Update – sessions focusing on the sector have been popular
- 50 days to 50 years – event idea; idea of hearing from people who are new to the sector as well as people who have loads of experience – different views and perspectives
- Different levels of activity – branch, local, institutional (whilst Branch programs are on the ATEM website, local and institutional activities aren't and it would be useful to

think about how this information can be shared in other ways; ensuring value for membership and difficulties for small campuses outside the metro area – more creative in activities conducted)

- Discussion about geographic issues – need to share ideas about activities/ types of activities which might work better in rural, regional and/ or remote areas
- Analysis of data about current members as well as potential members; how we can identify recruitment strategies tailored to different demographics
- Some branches also open professional development programs to other branches and this can be beneficial (value for money especially for ATEM members)
- Support for AVCC and ATEM working closely together on professional development – seen as improving reputation of ATEM in the context of sector
- Importance of networking – ATEM seen as a valuable way of bringing people together across the sector – can be specific activities for this
- Possibility of including membership in the price of a professional development event
- Branches were concerned to ensure events covered costs and to ensure professionalism about how events were organised – this was seen as contributing to positive image of ATEM as a professional organisation
- Would like to see expansion of occasional papers on ATEM website
- Introduction of other benefits for ATEM members eg. discounts??

Cheers everyone and I look forward to seeing you at the conference.

Lucy

Lucy Schulz  
ATEM SA Branch President

## **6.2 Implementation of the Membership Levels**

Council resolved at the May 2005 meeting that the Convenors of Membership Level Panels should meet by teleconference to discuss the implementation of the new levels.

The Minutes of this teleconference follow.

### **Association for Tertiary Education Management Inc.**

Minutes of a Teleconference of Membership Level Panel Convenors held on 28 July 2005 at 2.00 pm Australian Eastern Time.

PRESENT: Linda McLain (Chair & WA), Lisa Riddell (Tasmania), Tony Reed (Victoria), Steve Langley (ACT), Tony Heywood (NSW), Margie Cole (Qld), Diane Skewes (NT), Ginny Ferguson (NZ), Judy Szekeres (SA), Ion Wallace (C@L), Giles Pickford (ATEM Secretariat)

The Chair opened proceedings and asked each Branch Convenor to speak about the successes, the hot spots and any recommendations for future action.

The discussion is summarised below.

#### **NSW**

Felt way forward and have now documented a formal process

Issue---Submission of details on line and gap between that and getting supporting documentation

Rec----more clarification to applicants to what they need to get together to support document

Will send copy of protocols to Giles for distribution

#### **NZ**

8 fellows and 2 assoc. fellows and some waiting

Group of 4 met initially to discuss how this will work (3 now)

Dates to meet monthly and membership told

Formal process and week before cut off

Matrix set up and note applications when they come in, etc.

Will send copy of matrix to Giles for distribution

Advertising that it's an easy process

Put together envelope of letter of congratulations, etc. at AGM

VP makes a point to talk about

Issue—Post punches holes through certificates

Would get acknowledgement within 5 days and look forward to hearing from you

#### **QLD**

Only 1 application—no problem

If member is well know—it's easy---if not---a bit more difficult

Trying to get a rep from that institution

Issue---Knock out 2 stage process if possible

**SA**

Three are members of committee

Three more applications

Process a bit clunky—apply on line and wonder what's happened to it and then have to produce other info and process is disconnected

Need feedback

People need to see the value before spending the money—probably will grow, but up to us to demonstrate value

**Ion Wallace**

Initial process is an expression to apply only and then the second process. Has given notice for the abolition of the \$100 application fee which was to begin in January 2006.

**Vic**

MARC and wrote guidelines

Has worked well—2 meetings, and 5 applications. -- all successful

Writes an assessment report and then notifies Giles

Hot Spots---review website

Recommendation---Have a one step process

Review the weighting of 2 to paper presentation

**ACT**

Not much progress—problems with membership—and committee members moved out of tertiary education

Have some challenges to address before addressing membership

**NT**

No one has applied and they have had membership problems on Branch Committee

Were intending to push membership levels at next AGM and get stronger Branch Committee

Exec would assess applications when they come in

Agrees with what other branches have to say---needs to be a one step process

**TAS**

No apps. 2 enquiries---haven't heard back

What did NZ do to encourage people to apply? Answer: Launched it and emailed and asked regional reps to talk about this when they have meetings---saying it's simple and isn't time consuming. Have a breakfast meeting dedicated to talking about the new membership levels and invited senior HR people from each uni.

Wear the lapel badge as it is a point of conversation

### **Giles**

ATEM Secretariat sends a letter to VC and HR Director informing them of award. Raising awareness.

### **Ion**

Fairly successful. There have been concerned about criteria assessment, but feels it's OK  
Agree that 2 stage process is not working well---need 1 stage application process

Do we have some inconsistency about detail we're expecting from people?

Review the pro-forma and revise.

### **Overall actions:**

1. Review process regularly
2. Consider abolishing application fee (Council decision)
3. Continue to market
4. Giles to distribute NZ matrix, letter to VCs, and NSW formal process
5. Clarify front page of web and application--Giles
6. We will be prepared for AGM
7. Audit process: 1. Random audit of 20% of Fellows and Associate Fellows to be done by ATEM Secretariat. 2. Audit of actual process to be done by Panel regularly.
8. All documentation to be sent at end of year to ATEM Secretariat
9. Have a quick teleconference if there's a question about an application
10. Make all necessary changes to web site.

*LMcL/GP 31/7/05*

Since the Teleconference the ATEM Secretariat has requested the Web Developer to eliminate the two-stage application procedure.

### **RECOMMENDATION**

1. That Council eliminate the \$100 application fee which was to kick in on 1 January 2006.
2. That the names and institutions of those who have been granted a promotion in level be published at the ATEM AGM.

**ATTACHMENT** – Promotions in Membership Levels awarded as at 6 September. An updated version of this table will be included in the Annual Report.

<b>Branch</b>	<b>Member</b>	<b>Level and Position</b>
NSW	Prue Bedford	AF VC's Project Officer
	Giles Pickford	AF Emeritus Member
	Alison Bridger	AF Student Services Mgr
	Wayne Bleakley	AF Industrial Relations
	Tony Heywood	F Registrar
NZ	Toni Hodge	AF Ac Mgr College of Bus
	Bob Hall	AF Director Planning
	Terry Fulljames	F Exec Director Academic

	Ginny Ferguson	F Org Devel/Academic
	Tom Gregg	F Chief Operating Officer
	Alison Hughes	F Ass.Reg. Student Serv
	Sue Wohlmuther	F Academic Registrar
	Judith Nathan	F Dir Strategy & Projects
	Neil Voyce	F Finance Mgr
	Bruce Knox	F Academic Director
	Audrey Gan	F Business Operations Mgr
	Gita Prasad	AF Dept Mgr Fine Arts
	Julie Wood	F Student Services Mgr
	Jeff Long	F Director of Finance
	Bobbie Wisneski	AF Mgr, Mgmnt School
	Anne Walker	F Risk Manager
QLD	Margie Cole	F Faculty Mgr
SA	Samantha Jacob	F Student Admin Mgr
	Judy Szekeres	F Division Mgr
	Lucy Schulz	F Director Student Serv
Tas	Joan Rodrigues	AF Mgr, Capital Planning
Vic	Anthony Manahan	AF Consultant
	Karin Diamond	AF Dept Mgr
	Bob Speechley	F Emeritus Member
	Michael J Halls	F Consultant
	Dr Raj Sharma	F Ass Director Planning
WA	Tony Brown	AF Profess Dev Officer
	Leisa Wheatland	AF Sen Ad Off Health
	Naomi Yellowlees	AF Governance, Policy
	Ken McCluskey	F Div Admin Humanties
	Andrew Crevald	F Director Student Services
	Kevin Smith	F Gen Mgr Shared Services
	Shelda Debowski	F Dir, Org & Staff Dev
	Linda McLain	F Mgr Professional Dev

#### **6.4 Corporate Members Campaign**

The progress on the 2005 Corporate Members Campaign is shown below. Non-renewals are in red and undecideds are highlighted.

<b>Month Renewal Due</b>	<b>CORPORATE RENEWALS 2005</b>	<b>E-mailed</b>	<b>Renewed</b>	<b>Contacted Again</b>	<b>Not Renewing</b>	
January	Central Queensland University	22-Nov	x			
	Edith Cowan	22-Nov	x			
	James Cook	22-Nov	x			
	Manukau Institute of Technolgy	22-Nov	x	20-Feb		
	Monash University	22-Nov	x	20-Feb		
	University of Canberra	22-Nov	x			
	University of Tasmania	22-Nov	x			
February	Whitecliffe College of Arts & Design	22-Nov	x	20/2, 10/4		
	Assoc of Uni Administrators	27-Nov	x			
	Australian Catholic University	27-Nov	x	20-Feb		
	Australian Maritime College	27-Nov	x			
	Christchurch College of Education	27-Nov	x			
	NZ Ministry of Education	27-Nov	x			
	Otago Polytechnic	27-Nov	x			
	University of Canterbury	27-Nov	x			
	University of Melbourne	27-Nov	x			
	University of New England	27-Nov	x			
	University of New South Wales	27-Nov	x	20-Feb		
	University of South Australia	27-Nov	x			
	University of Sydney	27-Nov	x	20/2, 10/4		
	University of Wollongong	28-Nov	x			
	*WA Dept of Education and Training	New	x			
	Mar	Australian National University	20-Feb	x	10-Apr	
		AVCC	20-Feb	x		
Batchelor Institute of Indigenous Ed		20-Feb		10-Apr		
Bond University		20-Feb			x	
Canberra Institute of Technology		20-Mar		10-Apr		
Charles Darwin University		20-Feb	x			
Christchurch Polytechnic Inst of T		20-Feb	x	10-Apr		
Deakin University		20-Feb	x			
Massey University		20-Feb	x			
Murdoch University		20-Feb	x			
Nelson Marlborough Inst of T		20-Feb	x	10-Apr		
Queensland University of Technology		20-Feb	x			
Swinburne University of Technology		20-Feb	x			
UNITEC New Zealand		21-Feb	x	10-Apr		
University of Technology, Sydney		21-Feb	x			
University of the Sunshine Coast		21-Feb	x			
University of Waikato		21-Feb	x	10-Apr		
University of Western Australia		21-Feb	x			
University of Western Sydney		21-Feb	x			
Victoria University		21/2 24/4	x			
Victoria University of Wellington		21-Feb	x	10-Apr		
Western Instit of Tech at Taranaki		21-Feb	x			
Curtin University of Technology		21-Feb	x			
Flinders University	21-Feb	x				

April	University of Newcastle	25/3 25/4	x	
	University of Otago	25-Mar	x	
	University of Queensland	25-Mar	x	
	AACRO	25-Mar	x	
	Challenger TAFE	25-Mar		x
	*Bay of Plenty Polytechnic	New	x	
May	Higher Ed Systems	10-Apr	x	
	*University of Southern Queensland	New	x	
	Lincoln University	10-Apr	x	
	Southern Cross University	10-Apr	x	
	UAC (NSW & ACT)	10-Apr	x	
	University College (ADFA)	10-Apr	x	
	Macquarie University	10-Apr	x	
	University of Notre Dame	10-Apr	x	
	*Auckland University of Technology	New	x	
June	Charles Sturt University	13-May	x	
	RMIT University	13 May	x	
July	University of Adelaide	13-May	x	
	NZ Tertiary Education Commission	13-May	x	

**SUMMARY**

Renewed 2005	58
Not yet due to renew	0
Undecided	2
New	4
<b>TOTAL CORP MEMBERS</b>	<b>62</b>

**DO NOT WISH TO JOIN**

Griffith  
Ballarat  
La Trobe  
Auckland

**NOT RENEWING**

Bond University  
Challenger TAFE

**NEW**

Auckland University of Technology  
Bay of Plenty Polytechnic  
University of Southern Queensland  
WA Dept of Education and Training

An existing Corporate Member who has not renewed, but has not declined to renew, continues to receive the benefits of membership. The reason for this is that renewals often come through many months after the due date. There are two 'undecided' Corporate Members as of this date. Their membership will lapse at the end of the year if they do not renew. Council needs to be aware of this lenient approach and to endorse it, if it can agree that this is good policy.

FOR DISCUSSION

**Item 8.1.2 Preliminary Report TEM 2006 Conference**

A report by BP Kay Hemsall follows.

**Venue:** Hilton Hotel and Conference Centre, George Street, Sydney. The security deposit of \$30,000 is payable by 30 September 2005. Contract includes 300 bed nights at \$270 per room. This is a significant reduction on the normal room rate at the Hilton. The only other venue that can cater for a conference of this size is the Sydney Convention Centre in Darling Harbour. Venue costs were on a par for both venues and room rates between the Novotel Darling Harbour and the Hilton are also on a par. Obviously there is cheaper accommodation available from surrounding hotels and apartments. The committee believe that there will be sufficient people who will want to stay at the Hilton and have taken a calculated risk in approving this venue. The contract is being reviewed by Richard Easter and will be signed shortly.

**Seeding Funding:** To date TEFMA and ATEM have provided \$2,000 each towards initial costs. The ATEM component is shared equally by the Council and the NSW Branch. Letters sent out 26 August to request seeding funding to meet the security deposit from the universities in the Sydney region – this is being done by the Chair.

**Sponsorship:** This is still in the early phases and the committee is being advised by Leishman's that this is normal this far out from the event. Voice has indicated an interest in sponsorship.

**Theme and Logo:** Sparkle in Sydney – What we do makes a difference. Logo has been designed and approved - samples will be available at the Council Meeting in Perth.

**Launch Activities in Perth:** Give-aways have been ordered together with T-shirts for the committee to wear in Perth. A flyer advertising TEM 2006 has been designed and approved and will be distributed in Perth – this includes a competition to win a free registration. Promotional video has been obtained and photos of the refurbished Hilton will be edited in. Other activities are well underway. Special headwear to attract attention in Perth for the committee is being designed.

**Conference Dinner Venue:** Sydney Town Hall.

**Welcome Cocktail Party:** This will be at the Hilton due to the number of concessions they have made to the event costings to date. Entertainment for this event is under discussion.

**Program:** An invitation to be a keynote speaker will be made to Professor Ian Chubb as Patron of ATEM by Tom Gregg. Professor Ingrid Moses has been invited in her capacity as Chancellor of the University of Canberra from 2006 and has responded with a tentative yes depending on Council activities during 2006. Adam Spencer and Dr Karl Kruszelnicki will be approached by Alan Tracy to lead a Hypothetical. Invitations will be made to first Brendan Nelson and second to Lisa Paul, Secretary of DEST for key government speaker. Dr Keith Suter (the Future and Globalisation) is being approached by Leishman's as will Robyn Moore (Communications and the Power of the Word). Discussion continues regarding a motivation speaker such as Justin Herald (Attitude).

**Critical Path and Web Site:** Has been provided by Leishman's and the web site will be developed in time for Perth. The web address is [www.temc.com.au](http://www.temc.com.au)

#### **Item 8.1.4 Extracts from the Conference Manual Concerning Financial Oversight of Conferences**

The Council is invited to note the financial delegations laid down in the Conference Manual.

i. **The Steering Group** is a joint committee of TEFMA and ATEM established to provide guidance and oversight to the Organising Committee, and to approve matters on behalf of the Councils, or to refer issues to the Councils, as required. The Steering Group comprises the TEFMA Chair of the Education Services Committee and a nominee of the ATEM Executive Committee made by the ATEM President.

#### **5 Organising Committee**

The Organising Committee appointed by the Councils will be Chaired by an ATEM or TEFMA member on a rotating basis (with ATEM in 2003, TEFMA in 2004 etc), with any change to the order to be agreed by both Associations. The Organising Committee will submit a Progress Report to each meeting of the Councils and of the Executive Committee, through their relevant Steering Group member. **The Report will include a budget showing projected income and expenditure.** Agendas and Minutes of all meetings will be sent to the Steering Group members and to the ATEM Secretariat and TEFMA Secretary/Treasurer. The Organising Committee should seek the advice (when required) of the Steering Group for points of policy clarification, continuity issues and such like and is expected to keep the Steering Group fully informed. **The members of the Steering Group are ex officio members of the Organising Committee,** and may attend Organising Committee meetings, add items for discussion, and participate as full members.

#### **6 Registration Fee**

The Conference Registration Fee(s) will be **proposed** by the Organising Committee after preparation of a **detailed budget and calculation of a break-even number of registrations,** and will be **approved by the Steering Group on behalf of Councils.** It should be kept as low as possible to maximise participation, keeping in mind the break-even point, and in that respect, campus-based conferences are preferred if facilities are suitable. The Organising Committee may wish to set a discount rate for "early bird" registration, and must ensure that the budget reflects estimated delegate numbers for the early bird discounted rate and the full rate, to ensure accurate estimates of income. In order to ensure delegates can make an informed decision about whether to register for the conference, the early bird deadline should not precede the publication of the abstracts. The Councils will be informed of the budget and registration fee details as soon as practicable.

#### Organising Committee

The Organising Committee appointed by the Councils shall appoint a professional conference organiser, and **recommend dates, venue, theme and budget to the Steering Group, as specified in the Protocol.**

The Organising Committee may wish to set up a Finance Sub-Committee to manage the financial aspects of the Conference. The Organising Committee is expected to keep the Steering Group fully informed as to budgetary matters, but is welcome to also contact the ATEM and TEFMA Treasurers for advice if required.

#### **b. Budget**

The Organising Committee must establish the break-even budget for the Conference, which must be presented to and cleared by the Steering Group. That budget will include all expected income (including the proposed registration fee) and expenditure, and clear statement of the expected result from the conference, based on a planned minimum attendance. The budget will include provisions for the costs and fees foregone associated with invited guests and any other complimentary or reduced registrations.

As already stated, the Steering Group, on behalf of Councils, will approve the detailed budget which would include the calculation of a break-even number of registrations; and the Organising Committee will submit a Progress Report to each meeting of the Councils and of the Executive Committee, through their relevant Steering Group member. The Report will include a statement showing income and expenditures against the approved budget.

Should an Organising Committee need a funding advance, this would be funded equally from both Associations, as a loan to that Committee. The Organising Committee should prepare an indicative budget and indicate the amount of the loan required, and formally approach each Association's Treasurer to arrange the funds. However, most conferences overcome the seed funding issue by opening an imprest account with the Host Institution, with the seeding grant being refunded at the end of the Conference.

**Item 8.2 The Journal of Higher Education Policy and Management**

A report from the Joint Editors follows.

**Journal of Higher Education Policy & Management**

The Journal of the Association for Tertiary Education Management

<b>Editors:</b>	PO Box 8001
Ian R Dobson	Monash University
Angel J Calderon	Clayton Vic 3168

**Report for ATEM Council Meeting, September 2005****Introduction**

As the Journal draws to the end of its 27<sup>th</sup> year, it continues to expand its subscribed circulation and influence. The Journal moved to three issues per annum from 2004.

**Financial**

The bank statement as at the end of September 2005 will show a balance of approximately \$1,500. The editorial expenses for 2005 provided by the publisher are included in this sum. The publisher will provide its contribution towards 2006 expenses in January (\$7,400). Audited reports for the Year Ended 30 April 2005 were forwarded to the Secretariat earlier this year. Under the current agreement between ATEM and the publisher, the sum provided to cover expenses increases by \$200 per year.

**ATEM Secretariat**

There continues to be regular contact between the editors and the Secretariat, which now sends out back copies etc. All back copies are now with the Secretariat, which now receives copies directly from the publisher. Input for the Association's BAS statement has been provided when required.

**Publisher**

The Journal's editors enjoy very cordial relations with the publisher: the Australian representative, and production, marketing and editorial staff in the UK. To date, the editors have been able to meet the publisher's deadlines for copy, proofs etc. The publisher actively promotes the Journal at conferences and via mail outs and leaflets.

During the past year, it was discovered that the Journal's predecessor, the Journal of Tertiary Education Administration, had 'double published' a paper in 1995. That is, a substantially similar paper had also been published in another journal. This is generally seen as a breach of scholarly standards. At the time, the Journal of Tertiary Education Administration was not published by Taylor and Francis/Carfax, but the other journal was. Copyright for material published in the JTEA rested with the author, but in the case of the other journal, copyright rested with the publisher. It was therefore important to formally pass copyright to the other Journal's publisher, Taylor and Francis. This has been done.

In order to close this issue, the next issue of the Journal of Higher Education Policy & Management will contain the following statement:

In 1995, the Journal of Tertiary Education Administration published an article by Barry Golding entitled *Intersectoral articulation and quality assessment* (Vol17(1):21-38) which was substantially similar to *Intersectoral articulation and quality assessment in Australian higher education*, published in *Assessment and Evaluation in Higher Education* (Vol 20(1):89-103). In this case the author did not deliberately lodge the paper for publication, but agreed to its publication by the Australasian Institute

for Tertiary Education Administration (AITEA). At the time he was unaware that it had been selected for publication by Assessment and Evaluation in Higher Education from papers presented at a conference in Hong Kong in 1994. The author, the editors at the time and the present editors regret that the standard scholarly practice of publishing only original articles was breached on this occasion.

This statement was prepared in concert with the author, the publisher, and editors (past and present) of the journals in question.

### **Editorial Board membership**

The Editorial Board is now as follows:

Ronald Barnett	University of London, UK
Maree Conway	Victoria University of Technology, Australia
Penny Fenwick	Victoria University of Wellington, New Zealand
Grant Harman	University of New England, Australia
Salvador Malo	Universidad Nacional Autonoma de Mexico
Theodore Marchese	Academic Search Consultation Service, USA
Vin Massaro	University of Melbourne University, Australia
Lars Nikklasson	Uppsala University, Sweden
Michael Shattock	University of Warwick, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans Vossensteyn	University of Twente, The Netherlands
Rob Willis	Monash University, Australia

The Reviews Editor is Gavin Moodie, Griffith University, Australia.

### **Sourcing of articles**

There continues to be a regular flow of material to the editors, including some practitioner material. The editors have more than enough material from which to assemble each issue. About 80 papers have been received over the past 12 months, from which 24 - 28 will be published. The Journal's rejection rate, therefore, is over 60 per cent. A high rejection rate is usually seen as a de facto indicator of journal desirability and journal quality.

The work load on the editors is considerable. The two elements of this workload are *material throughput* and *editing*. The more material submitted, the more the workload for managing the throughput of material. The Journal owes a level of courtesy to would-be authors, to deal with material expeditiously. On the 'editing' side, some otherwise publishable material is not well written, and therefore requires considerable editorial input. Often it is necessary for this to occur before material is sent for review, to minimise the efforts required of reviewers. The Journal receives material from authors all over the world. Although material from Australia, New Zealand and the United Kingdom is often written to a scholarly standard already. Material from the United States is of variable quality, and material from Eastern Europe, the Middle East and Asia, and from an editor's point of view, much of this material can be described only as a nightmare. Some of these latter papers are recoverable, and several have been published in the recent past.

Once a paper is published in the Journal, authors are 'invited' to become members (if they are not already). Such is the volume of material which has been received over the past three years, ATEM membership will become an unofficial criterion for second-time publication.

## **Journal Content**

Journal content is very much dependent on material received. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editors' decision to read (and perhaps reject) material before peer review reduces the amount of unsuitable or inadequate material sent for review. Publishable material is returned to authors if it does not meet the Journal's requirements for size and/or style.

The Table of Contents page for the November 2005 issue is attached.

Ian R Dobson  
Angel J Calderon  
Editors

## **Journal of Higher Education Policy and Management**

### **Volume 27 Number 3 November 2005**

#### **Letter from the Editors**

#### **Papers**

An investigation into PhD supervisory management styles: Development of a dynamic conceptual model and its managerial implications  
Terry Gatfield

Demographic trends in Australia's academic workforce  
Graeme Hugo

Institutional commitments, individual compromises: Identity-related responses to compromise in an Australian university  
Deborah Churchman

*Management by Results* at Finnish Universities  
Kari Kuoppala

Academic staff workloads and job satisfaction: Expectations and values in academe  
Don Houston, Luanna H. Meyer and Shelley Paewai

Tensions in Facilitating Higher Education-Industry Research Partnerships in High Technology Fields in South Africa  
Glenda Kruss

#### **Reflections Reports Reviews**

Policy, preparation and prevention: Proactive minimisation of student plagiarism  
Marcia Devlin

Factors Associated with Research Management in Australian Commerce and Business Faculties  
Rob MacGregor, Mark Rix, David Alward, and John Glynn

The Research Assistant: silenced partner in Australia's knowledge production?  
Jane Hobson, Gar Jones, and Elizabeth Deane

#### **Book Reviews**

**Item 8.4 Returning Officers Report**

Nominations in the 2005 Council Elections closed at 5.00 pm on Tuesday 21 June 2005.

I have received the following nominations:

**PRESIDENT:**

Tom Gregg (NZ Branch) moved Alan Hayward seconded Roy Sharp

**VICE-PRESIDENT**

Richard Easther (Tasmanian Branch) moved Tom Gregg seconded Carol Harding

**TREASURER**

Neil Voyce (New Zealand Branch) moved Tom Gregg seconded Richard Easther

All nominations are in order.

I therefore declare all Candidates elected unopposed. Their terms begin after the AGM on 29 September 2005 and continue until after the 2007 AGM.

Congratulations to all candidates, we thank you for your commitment to ATEM and your interest in managing its affairs.

Giles Pickford  
Returning Officer  
[giles.pickford@bigpond.com](mailto:giles.pickford@bigpond.com)  
27 June 2005

**Item 8.5 FMAC**

Since the last meeting FMAC has met by Teleconference on 20 June, 2 September and 27 September.

A report follows.

**1. Compliance Issues Raised by Council**

FMAC discussed a spreadsheet produced by Peter Scardoni based on data from Branches on the compliance issues raised at Council and discussed at the meeting of 20 June.

The Spreadsheet will be circulated with the Council Agenda. For noting.

**2. Three-Year Rolling Budget for the Whole of ATEM**

The Committee agreed that ATEM Inc needs a three year rolling budget, prepared annually, which covers all activities (Council, Branch and Journal) in its scope.

The Committee noted that this will require extensive input from all Branches so it requires clearance by Council as a policy goal, at its September meeting, before it is implemented. Although the budget will be arduous to produce initially, it will require a lot less work to up-date annually. Peter Scardoni will prepare templates for use by each of the branches and the Journal which will facilitate the preparation of the consolidated budget. One aspect of this exercise is that the Council Contribution will need to be estimated three years in advance. In discussing this point it was noted that the Council Contribution would be a flat figure, and would not rise for a member paying the higher levies for Associate Fellow and Fellow.

It was agreed to recommend to Council that this budget be prepared in time for the May 2006 meeting. For discussion.

**3. Establishment of a Capital Reserve Fund (ATEM Development Fund)**

FMAC discussed the concept of an ATEM Development Fund with a pool of \$50,000 for Capital Projects which had been agreed to in principle by Council at its May meeting.

The proposal is attached. For discussion.

**4. Pooled Investment Fund**

FMAC discussed the draft prospectus for a pooled investment fund which would be structured in such a way that Branches could invest their surplus funds in a central investment fund. The fund would be managed by the Secretariat (PS). This would have the benefits of increased returns on their investments and reduction in administrative burden in managing investments.

In discussion it was noted that based on the spreadsheet collated by Peter Scardoni from branch annual financial statements at 30 April, the current overall yield on the various investments was around 2%. It was agreed to finalise the document, including a section on investment guidelines which would give comfort on the matter of securing the capital sum while increasing the yield.

It was agreed to recommend the pooled investment fund to Council at its September meeting. For discussion.

**5. Risk Assessment (Insurances)**

Richard Easther and Peter Scardoni will report on discussions that they have had with Marsh (ATEM's insurance broker) concerning public indemnity and public liability policies especially in relation to the employment of contractors.

**6. Tax**

Richard Easther and Peter Scardoni will report on discussions they have had with Steve Allen of Moore Stephens about ATEM's tax status and also the tax position in regard to payments to independent contractors.

**7. Adoption of a Single Accounting System Across ATEM**

FMAC discussed a report from Nik Fominas and Peter Scardoni on the adoption of a single accounting system for ATEM. It was agreed that the document be adopted and forwarded to Council with a recommendation that Quick Books Premier be implemented in a stepped process, beginning with Council and the ACT Branch (if it was willing to be part of the pilot). It would then be extended across all Branches by the end of the 2006-2007 year, with the Branches being offered the option of delegating the job of data entry to the Secretariat (PS), thus considerably easing the pressure of work on Branch Treasurers. It was noted that the question of the New Zealand Branch operating under a different tax regime needed to be considered.

**ATTACHMENT 1**

**Creation of the ATEM Development Fund**

**1. Concept**

For a number of years the ATEM Council has considered various mechanisms for funding the Council budget and strategic initiatives agreed by Executive and Council.

Presently the Council budget is funded through revenues from a contribution from individual membership fees, a contribution from corporate membership fees and a share of the Conference surplus. It is proposed that this model be retained for funding the operating component of the Council budget. The budget should be forecast on a rolling three-year basis and subject to annual approval.

There is need however to agree a new mechanism for the funding of strategic initiatives which benefit the Association as a whole and advance the objectives of the Association. These would normally be significant projects, along the lines of past projects to develop the website, create the membership kit, or develop the professional development framework and the proposed project to implement a common accounting system.

Provision of ATEM's contribution to seed funding for the TEM Conference would be another appropriate use of the ADB.

The creation of an ATEM Development Fund (ADF) of \$50k is proposed.

Once established a tight framework for the allocation of funds from the ADB needs to be developed to ensure that funds are applied appropriately and there is strong accountability for supported proposals.

The ADF aims do not conflict with the ATEM Foundation. The Foundation is an Endowment, not a 'Fund', and its purpose is to fund the ATEM study grants, Education and Training opportunities, using investment income on the endowment.

### **1.1 Funding the ADF**

All funds held by Branches and Council belong to the Association as a whole and it is a key responsibility of all office bearers to ensure that funds are applied firstly, for Association purposes only, secondly to provide benefits and services to members and thirdly to advance the Association's long term interests.

The ADF could be created through voluntary contributions from Branch funds over three years. With the cooperation of branches it may be possible to build the fund in a shorter timeframe but three years is a reasonable planning horizon.

Funds contributed to the ADF would not normally be returnable to branches but ultimately this is a matter for Council to determine from time to time, depending on the financial position of ATEM Inc and individual branch financial circumstances.

ADF funds would be invested in the ATEM Investment Fund and interest accrued would be returned to the ADF to build the capacity of the fund.

### **1.2 Requests for ADB funding**

1. Proposals may be submitted by Branches or Council at any time but need the approval of Council, on advice from the Executive. An annual round of ADF bids will be requested as part of the annual budgeting exercise.

Proposals for funding from the ADF must be based on sound business planning principles. Proposals are to be submitted in accordance with the agreed guidelines and using supplied templates.

Council will prioritise requests on the basis of projects which contribute to the achievement of ATEM objectives and long term strategic planning.

2. Guidelines that will be used in assessing proposals and allocating funds in support of approved proposals:

Funds from the ADF will be allocated to projects and initiatives which support ATEM's strategic goals and objectives, including an emphasis on improved member services and professional development programs.

For example:

- Activities which enhance the provision of benefits and services to members
- Activities which enhance the profile and reputation of the Association
- Activities which contribute to the achievement of the Association's goals and objectives
- Activities which encourage greater branch collaboration
- Activities that increase income

Proposals will be assessed on any of the following:

- Contribution to the Association-wide benefit (collaborative projects with whole of Association benefits) and significance of outcomes on completion of activity (cost/benefit assessment);
- Relevance to strategic priority areas and those specific to Council or Branches;
- Capacity to generate funds or save money for ATEM;
- Feasibility of project success, assessment of risk involved and contribution from Council or Branch;

It should also be noted that:

- Project funding, to establish initiatives, is available only for fixed terms up to three years, after which time they are to be self sustaining from Council or Branch budgets;
- Proposals which include a self-help contribution will be viewed favourably;
- A statement should be provided to identify the impact if the proposal is not funded;

#### ADF Submissions

ADF submissions from Council or Branches should be prepared and submitted by the relevant president(s) to the Vice-President responsible for the oversight of financial and business affairs. Applications will then be referred to the Executive and to Council for consideration.

Process	Timetable
1. Guidelines for the ADF agreed	30 Sept 2005
2. Submissions due for ADF proposals	
3. Review by Vice-President	
4. Review of submissions by Executive	
5. Recommendation to Council on proposals supported for funding	
6. Approval of projects by Council and release of funds for successful projects	
7. Reports:-	
• 6 Monthly progress reports	Each 6mths for project life commencing June 2006
• Project completion report	At end of project

### 3. Guidelines for completing the ADF Proposal template:

#### 3.1 Proposal Details:

*Title of Proposal* - Insert the title of the proposal here.

*Project Reference* - For administrative use only.

*Proposal Justification* - In this section please provide a detailed description of the proposal, including relationship to the ATEM's objectives and key priority areas.

*Proposal Author* - Person responsible for the proposal and its implementation.

*Proposal Sponsor* - Person endorsing the proposal, if funded, usually the Branch or Association President.

#### 3.2 Financial Worksheet:

On the Financial Worksheet, only enter data in the grey shaded cells.

*Proposal Benefits* – Details here should include any incremental income or reduced costs that may arise due to the implementation of the proposal, but only through the period for which funding is requested. This would also include costs that would no longer be incurred.

*Proposal Costs* - This section outlines the costs associated with the proposal:

*Salary Costs:* Provide a breakdown of proposed salary costs.

*Non-Salary Costs:* These are the non-staff related costs that will be incurred. This list may be added to if it does not include specifically relevant items.

*Set up costs:* These are the one-off costs of establishing the project.

*Other Funding* – In this section please list all other funding, source and amount, which will be applied to the proposal, but not provided through the ADF. This will include external funding, grants, budget centre co-contributions etc.

*Ongoing costs* – These are the ongoing costs associated with the proposal beyond the period funded through the ADF. The ongoing costs are not funded by the ADF and are a Council/Branch responsibility.

#### **4. Reporting**

##### **4.1 Progress reports**

Progress reports are required to be submitted to the Vice-President in June and December each year for the life of the project. The report should identify project milestones and achievement against those milestones along with a financial report comparing expenditure against the project budget. Any barriers to achieving the project outcomes should also be identified.

##### **4.2 Project Completion Report**

A project completion report is to be provided to the Vice-President within 1 month of the project concluding which identifies outcomes achieved and benefits to ATEM arising from the project along with a financial report which compares expenditure against the project budget. Any ongoing issues or associated with the project should also be identified.

## **ATTACHMENT 2**

### **Creation of an ATEM Investment Fund**

#### **1. Concept**

Council requested the FMAC to consider the establishment of a consolidated Investment Fund for ATEM Inc with the objectives of:

- Maximising the funds held on investment at any one time and minimising 'idle' cash balances retained in current accounts
- Improving investment returns on funds invested and
- Reducing the administrative burden of managing investment funds.

FMAC has considered this issue and recommends to Council the formation of a consolidated ATEM Investment Fund.

#### **2. Background**

FMAC sought advice from Investment consultants Mercer Ltd and the Commonwealth Bank.

The Mercer advice related to investment returns and risks.

The Commonwealth Bank advice related to market rates for term deposits of varying terms.

Based on an analysis of Branch financial statements as at 30 April 2005, FMAC considers that there are opportunities to meet the objectives outlined above through the creation of a consolidated investment fund.

There is evidence to suggest that better financial practices associated with budgeting and forecasting cash flows would enable surplus funds to be fully invested and returns maximised.

There was also agreement that simplifying the investment management arrangements would ensure that funds were fully invested at all times and in an appropriate deposit.

### **3. Investment Strategy**

FMAC considered the issue of risk appetite and investment horizon in respect to recommending an appropriate investment strategy for the Investment Fund.

Higher returns can be associated with higher levels of risk, depending on the products invested in. We believe ATEM's appetite for risk is low and thus protection of capital is paramount to any investment considerations.

The investment horizon is also relatively short term although some partitioning of the Fund could be considered whereby some funds are invested in longer term strategies.

Also management of invested funds needs to be considered as this is a complex area and requires a knowledge of investment markets and skill sets relevant to managing large sums of money (in ATEM terms).

FMAC acknowledged that ATEM can increase its current returns whilst at the same time ensuring its capital is protected.

Investment classes will be limited to those which ensure the protection of capital and where there is no risk of negative returns in any one year.

The strategy will be reviewed annually.

### **4. Investment Fund Structure**

The Fund will be structured and accounted for in such a manner as to ensure that 'deposits' made by Branches, Council or the Journal as well as interest earnings are clearly identifiable to each 'contributor'. Similarly the funds will be available to the 'contributor' in accordance with the terms and conditions (mainly in respect to notice period) of the Fund.

### **5. Management of the Investment Fund**

The Fund will be managed on a day-to-day basis by the Secretariat (PS) and will have oversight by an Investment Committee comprising:

ATEM President  
ATEM Vice-President  
ATEM Treasurer  
2 nominees of Council.

In making nominations Council should take into account relevant experience and skill sets required by members of the Committee.

The Committee will meet at least quarterly by videoconference.

#### **6. Documentation**

Appropriate documentation will be developed by the Secretariat to acknowledge individual contributions/holdings in the Investment Fund.

The Secretariat will hold all bank or other documentation relating to investments in the Fund.

#### **7. Operation of the Fund**

Deposits to the Fund may be made available at anytime through the Secretariat.

Withdrawals will require two signatures – one from each of the categories A and B below:

Category A

A member of the ATEM Secretariat

Category B

The Chair of the Investment Committee or his nominee(s)

### **ATTACHMENT 3**

#### **Adoption of a Single Accounting System for ATEM**

#### **PROPOSED IMPLEMENTATION OF AN INTERNET ACCESSIBLE ACCOUNTING SYSTEM**

Further to my meeting with you, Giles Pickford and Richard Easter regarding the proposed implementation of an Internet accessible accounting system for ATEM, I am pleased to set out below our response to your request for information and quotations for suitable options.

##### **1. Understanding of the Assignment**

To conduct an investigation into suitable options to fulfil ATEM's accounting requirements based on an Internet accessible system. The system requirements are described as follows:

1. The accounting system must be accessible remotely through the Internet using either Virtual Private Network Services, Terminal Server/Client Services or a Secure Website accessed through a browser session.
2. ATEM operates a branch in each Australian State and Territory as well as New Zealand. The Association operates under a single ABN and must be able to consolidate the branch accounts for the purposes of accounting and tax compliance such as GST.
3. Each branch has an elected Treasurer who would need to input data and print reports etc. relevant to their branch.
4. The Association Treasurer and the accountant must be able to consolidate the financials from all branches for the preparation of reports and compliance documents such as BAS etc.
5. The ATEM Secretariat on behalf of the Association, needs to control the accessibility of the elected Treasurers as they change each year or when it is appropriate.

6. It is desirable that each branch operates with a separate GL in each case, all with identical GL codes in order to facilitate consolidation at the Association Level. Alternatively, there must be a provision for the separation input and reporting in relation to each branch's information.
7. ATEM requires Debtors, Creditors, Inventory and a General Ledger with suitable reporting functions as well as proper GST and other compliance facilities.
8. A basic payroll system could be of benefit to the ATEM Secretariat but this may be provided by a stand-alone package if it presents a problem.
- 9.

## 2. Assumptions

1. ATEM Branch Treasurers may not be familiar with computer based accounting systems, perhaps precluding the selection of an accounting system which would be complex to use or require comprehensive training.
2. ATEM Branch Treasurers are honorary office bearers with occupational responsibilities and sometimes heavy workloads.
3. They will also change periodically.
4. Branch Treasurers need an easily accessible and usable system to enter data in a timely fashion and produce reports for their respective branch.
5. System support and data security are mandatory.
- 6.

## 3. Approach

Cognisant of the enquiries already made by ATEM in regard to the possibility of utilising MYOB as the accounting core, I started my investigations by discussing the needs and issues with MYOB in order to get a clear understanding of the real possibilities and requirements to implement a solution.

Concerned with issues in MYOB with regard to limitations on data access imposed by its "End of Year rollover" and multiple general ledger consolidation, I sought information on another suitable accounting package and identified a product called QuickBooks as a possible alternative.

I then explored an alternative solution called Netsuite which is a web based accounting system which operates on a Secure Server providing users with access through their standard web browser.

My concern in relation to familiarity and training for users together with ease of use issues, led me to include in my investigation, simpler solutions which could operate within an Internet accessible environment. This led me to examine a software package called Cashflow Manager.

Concurrent with my research into suitable accounting systems, I sought information to determine the hardware, hosting and operating system needs directly relating to the implementation of MYOB Premier Enterprise, QuickBooks or Cashflow Manager in a secure, remotely accessible internet environment.

## 4. Findings

**Operating environment:** Implementation of the Windows Server 2003 Terminal Server environment on a suitable web server is necessary for all the "off-the-shelf" accounting software options examined.

**MYOB:** MYOB Premier Enterprise is designed to utilise the Windows Server 2003 Terminal Server environment securely accessed through the Internet by users running "Terminal Server Client". MYOB does, as mentioned earlier, suffer with regard to limitations on multi-year data access imposed by its "End of Year rollover" as well as not having the ability to consolidate multiple general ledgers. These limitations tend to reduce the attractiveness of MYOB as an option although it will serve ATEM's requirements.

**QuickBooks:** QuickBooks Premier operates in the same manner as MYOB but without the limitation of data access following "End of Year rollover". While it also does not have the ability to consolidate multiple general ledgers, it has a General Ledger facility called "classes" which is well suited to ATEM's need to separate branch information and simplify the management of the accounts at the Association level. It has a powerful facility for customised reports. QuickBooks Premier is also cheaper to implement and maintain. QuickBooks also have a product called QuickBooks Enterprise, which is more powerful than MYOB Premier Enterprise and is licensed on an annual basis at \$4,500 per year. Its complexity, superfluous functionality and expense, make it an unviable option for ATEM.

**Netsuite:** Netsuite is a system to be considered more as a service than a software solution. A client such as ATEM would simply subscribe to Netsuite and be provided with access for its users as well as establishment and ongoing support and training. It became evident that this option was extremely expensive with the cost being in the region of \$100,000 for three years.

**Cashflow Manager:** Cashflow Manager is a system which can operate in the Windows Server 2003 Terminal Server environment. It is simple to use and consolidation of ATEM branch data for reporting and GST compliance is extremely easy. While quite comprehensive, Cashflow Manager is however, simply a cashbook system and would only be suitable for branch data input, simple reports and the quick consolidation of branch data and preparation of ATEM's Business Activity Statement. Cashflow Manager is currently only a single user system, although it is possible to set up an individual copy for each branch on the server, providing simultaneous user access while retaining the ability to consolidate branch data as necessary. The adoption of Cashflow Manager would require the addition of something like MYOB or QuickBooks in order to produce balance sheets and full profit and loss statements at the National level. This requires additional cost both initially and for ongoing maintenance.

The limited reporting capability at branch level (no P&L or Balance Sheet) combined with the complications of transferring data to MYOB or QuickBooks and the additional expense, when examined more broadly, has led me to exclude this option.

## **5. Quotations**

I sought quotations for the proposed accounting system implementation from established companies in Canberra who are known to me from previous projects and trusted to provide reliable, quality services and support, which is considered essential.

## **6. Hardware and Hosting**

For advice and quotation on the necessary hardware, operating system and hosting of the system within the Internet environment, I engaged Wizard Information Services Pty. Limited. Wizard has provided a quotation for the Server hardware, Operating System, Terminal Server Client licensing, System Hosting and support.

It is proposed that Wizard prepare the specifications and order details for the Server, which ATEM would then purchase directly from the supplier, thus ensuring the proper warranty and manufacturer support provisions. Wizard would source the Operating System and Terminal Server Client licenses which would be installed onto the new Server and configured for the needs of ATEM. The Server would be commissioned and tested in readiness for connection to the Internet. Access would be provided for the Accounting Software to be installed and configured. Finally, the Server would be connected to the Internet, tested and fully commissioned as an on-line system.

It will be necessary to enter into a "Provision of Services Agreement" with Wizard Information Services Pty. Limited for the provision of their services and the hosting of the Internet Server.

## **7. Accounting Software**

After discussing suitable accounting software solutions with various firms in Canberra, I sought advice and prices for packages and services from Maximised Results Pty Ltd. The principal of Maximised Results Pty Ltd, Bob Coffee, is accredited to supply, support and provide training for various Accounting software packages which includes those deemed suitable to ATEM's requirements.

Maximised Results Pty Ltd confirmed my concerns relating to MYOB and has suggested QuickBooks Premier as a suitable solution for ATEM. QuickBooks Premier is a 5 concurrent user program but allows for more than 10 Passwords to access the system, which is suitable for ATEM's needs. Initial purchase includes one year's Quicken technical support and upgrades.

Maximised Results Pty Ltd also suggested that Cashflow Manager could be an easy to use alternative for branch book keeping and combined with MYOB or Quickbooks may be an option. As I mentioned

earlier, when examined as an overall system, Cashflow Manager would not be the most viable and effective a system for ATEM.

### 8. Costing

Server	Initial Cost	Dell™ PowerEdge™ 800 Server	\$6,800.00	
		Install, set up and configure server	\$1,077.00	
		Domain Name delegation	\$132.00	\$8,009.00
	Annual Cost	Server Hosting @ \$250/month	\$3,000.00	\$3,000.00
MYOB Premier Enterprise	Initial Cost	MYOB Premier Enterprise incl. first 5 user licences and 5 Terminal Server Client Access licences	\$3,500.00	
		5 additional MYOB user & Terminal Server Client Access licences @ \$220 ea.	\$1,100.00	
		Installation and set up - estimate	\$550.00	\$5,150.00
	Annual Cost	MYOB Premier Enterprise 12 month Support Licence	\$699.00	
		Training and Support - allowance	\$1,320.00	\$2,019.00
QuickBooks Premier	Initial Cost	QuickBooks Premier includes 5 concurrent user licences	\$1,699.00	
		10 Terminal Server Client Access licences @ \$142 ea.	\$1,420.00	
		Installation and set up - estimate	\$550.00	\$3,669.00
	Annual Cost	QuickBooks Advantage upgrade and maintenance plan	\$685.00	
		Training and Support - allowance	\$1,320.00	\$2,005.00
Miscellaneous	Initial Cost	Project Management	\$1,056.00	\$1,056.00
	Annual Cost	Domain Name registration & hosting	\$121.00	
		System Monitoring and Maintenance estimate 1 hr/month @ \$132/hr	\$1,584.00	\$1,705.00

In order to determine the cost for the implementation of a remotely accessible accounting system we first need to determine which accounting software to adopt.

If QuickBooks Premier is chosen then the costs would be as follows:

Initial Costs	Server	\$8,009.00	
	Software	\$3,669.00	
	Miscellaneous	\$1,056.00	\$12,734.00
Ongoing Annual	Server	\$3,000.00	
	Software	\$2,005.00	
	Miscellaneous	\$1,705.00	\$6,710.00

If MYOB Premier Enterprise is chosen then the costs would be as follows:

Initial Costs	Server	\$8,009.00	
	Software	\$5,150.00	
	Miscellaneous	\$1,056.00	\$14,215.00
Ongoing Annual	Server	\$3,000.00	
	Software	\$2,019.00	
	Miscellaneous	\$1,705.00	\$6,724.00

**Please Note:**

1. Only a small amount of local (Canberra) basic training is included in the software quotations. ATEM will need to make some assessment of the training requirement and allocate a budget allowance based on \$110/Hr (including GST) in minimum of two hour blocks.
2. As hardware prices fluctuate almost daily, it will be necessary for the suppliers to confirm or requote at the time of order.
3. If ATEM is able to qualify for academic/education licenses, software prices may be cheaper and licensing may provide greater flexibility.

**9. Conclusion**

Selection of the software package comes down to personal choice. However, matching the needs of ATEM with the capabilities and shortcomings of the various options available seem to put the focus on QuickBooks as the most suitable option. That option is also the cheapest.

While I have endeavoured to cover all elements of the proposed system, I am guided by information gleaned from our short meetings and discussions and my understanding of ATEM's needs may be incomplete. I therefore submit this report on the basis of E&OA.

I would be delighted to discuss this or any other options and answer any queries should you wish to do so.

Yours sincerely  
TECHNIK GROUP

NIK J. FOMINAS  
Managing Director

**Item 8.7 Annual Report 2004 - 2005**

**ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC.**

**ANNUAL REPORT 2004-2005**

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**INTRODUCTION**

I am pleased to be able to present this Annual Report, which covers the period 1 May 2004 to 30 April 2005.

It has been a real privilege to serve as President of ATEM since October 2003, and to have been a part of the rapid developments that have taken place in the period of this Report. ATEM is a unique association of professionals working in the tertiary sector, and any achievements and advances we have made have been the direct result of individuals from each of the Branches of ATEM, working together to create a better Association for all members. I am grateful for the work that has been done by those individuals. I am also 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 develop ATEM and to work over the past year to address many of the issues we have known we have had for some years and been unable to work through.

For me, there was real excitement around the growth and level of development of the Tertiary Education Management (TEM) Conference in partnership with TEFMA. The level of cooperation between the two associations involved has been enhanced, and the TEM Conference has become a major event in the calendar of all those involved in the tertiary sector in Australasia. The benefits of a creative Branch working with skilled Professional Conference Organisers (PCOs) were well demonstrated in Hobart in September 2004. It was a TEM Conference to remember. One of the decisions taken by both ATEM and TEFMA was to go to the market for a PCO to manage the next three TEM Conferences after the 2005 Conference in Perth (those scheduled for Sydney, Canberra and Christchurch). The tender process was coordinated by a joint ATEM/TEFMA group, and the result has been the appointment of the PCO who helped run the 2004 TEM Conference as our partner company through to and including the 2008 TEM Conference.

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. This was always an area of contention as there is a generally healthy tension between the needs of ATEM itself and the needs and efforts of the Branches. The plans and structure agreed by Council will do much to ensure that the best parts of that tension remain, that Branches will continue to be the life-blood of ATEM, and the operations of ATEM will be funded in line with priorities set by the Council, without the constant "debates" about how that should be done. The role of Council in this has assumed the pre-eminent position it should always have had. I am grateful for those on the new Financial Management Advisory Committee who will give these decisions shape and form at the May meeting of Council. These are key decisions and recognize that ATEM Inc is a single professional association and that our structures need to reflect that, and reflect the key roles of Branches.

There is mention later in the report on three related developments – the developing partnership with Australian Vice Chancellors Committee (AVCC) and the pilot professional development

plans for AVCC and ATEM, the development of the Professional Development Framework, and the development of the new membership grades for ATEM.

1. I was fortunate to have been invited to speak about ATEM to the delegates at the AVCC Senior Staff Seminar in Cairns in July 2004. That was a very good occasion and one that helped boost the knowledge of the role of ATEM to those key Australian senior managers. It was part of a rapidly developing cordial relationship and partnership with AVCC. I want to especially thank John Mullarvey the Executive Director of AVCC for his personal energy in making the partnership work, and for his personal friendship as we made the first moves to develop that relationship between AVCC and ATEM.
2. The most immediately tangible result of that developing relationship is the agreement that AVCC Professional Development (PD) courses will be seen as key elements in the required PD for ATEM members wishing to advance or maintain membership grades, and the agreement to identify AVCC courses which can be mounted as joint courses, using AVCC facilitators and the expertise of Susan Scott from AVCC, and the organizational skills of the ATEM branches.
3. Chris Jeffery and Linda McLain from Western Australia toiled long and hard to finalise and publish the new and exciting professional development framework for ATEM. This is an idea that had been agreed to be a good idea several years ago, and through the development work and consultation carried out, has now become a reality for ATEM. This is a key step towards becoming a modern, professional association for our members.
4. The new membership grades were presented to ATEM members during the TEM Conference in Hobart in September 2004. The concept was enthusiastically received by members, and then a team from the Executive had to give this real shape and form and to have the website set up to manage the process of making this all happen for members by March 2005. A large group of members was involved in this, and the final run-up to publication was a tense and busy time for Executive members and the Secretariat. They were a fine team, and they met the objectives in a truly professional way.

All of these developments have been very gratifying for me personally, but again, I want to stress that they happened only because there are members who are already busy in their "real jobs" who also gave freely and willingly of their time and talents to support the development of ATEM. I thank them all most warmly, and I urge all members to show the same level of involvement with ATEM, at Branch and Association level whenever possible.

Kind regards

**Tom Gregg**  
President, ATEM Inc.

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## **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 some joint professional development pilot programs will occur shortly after the reporting period.

- The new grades of membership were introduced in January 2005. The changes required major work on the ATEM web site and the e-commerce facility. At 30 April 2005 ATEM had received 14 applications for the grade of Fellow and 7 for Associate Fellow.
- The ATEM Foundation took a major step forward with the donation of \$50,000 by the Victorian Branch and a smaller donation of \$3,896.24 by the Emeritus Chapter (The Ghosts).
- A very successful Tertiary Education Management Conference was held in Hobart in September 2004. During that period, the Memorandum of Agreement with TEFMA was also renewed on an indefinite basis.
- Continuing improvements to the ATEM Web Site, including the introduction of many minor improvements and refinements to the Content Management System. Also a new page was introduced for the Membership Coordinators with its own e-mail facility to encourage communication between this important group of ATEM Volunteers.

## **2004-2005 TARGETS**

ATEM has adopted four themes on which we base our programs and against which we measure our progress. These are:

**Knowledge Identification** – where we identify the intellectual framework required for our members to succeed in their work;

**Knowledge Creation** – where we find through research and collaboration better definitions of, and standards for, the conduct of our work;

**Knowledge Dissemination** – where we encourage the wider understanding of how good professional practice can be achieved by our members and by the institutions in which they work;

**Knowledge Application** – where we put into practice at the individual and institutional level the improvement of our work.

Set out in this Report are the most significant steps forward that we have taken along this path in the past year.

## **KNOWLEDGE IDENTIFICATION**

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’.

## KNOWLEDGE CREATION

ATEM implemented its Professional Education and Training Framework during 2004-2005. It identifies the broad knowledge and skill areas that ATEM members require to work effectively in tertiary education institutions. The Framework underpins all professional development programs offered by ATEM, ensuring that there is a consistent approach to, and basis for, professional education and training across the Association.

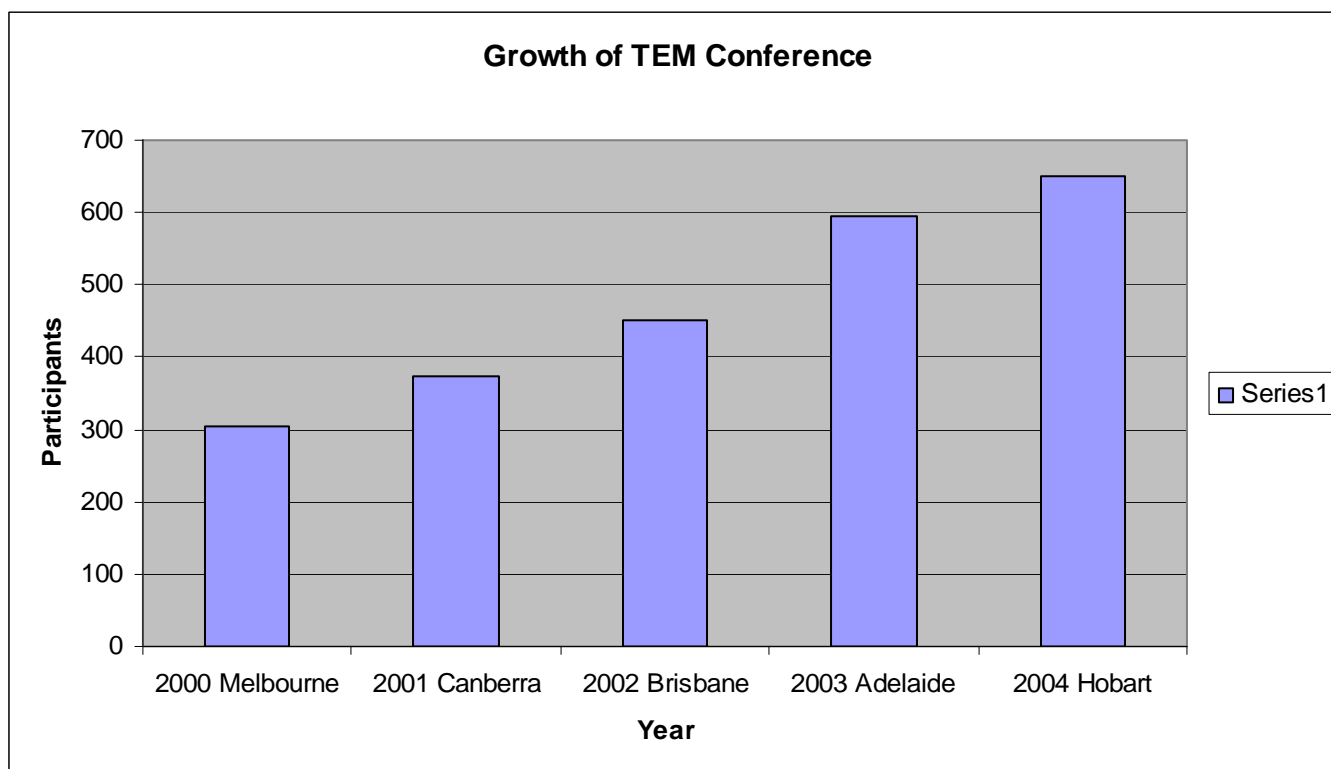
Another aspect of Knowledge Creation is the individual creation of knowledge in the minds of the members. To this end ATEM published a new edition of the *Reading List of the Classics in Tertiary Education Management* which was published in December 2004. The work was undertaken by two members of the Emeritus Faculty at the Australian National University, Professor Don Anderson and Professor Dick Johnson.

## KNOWLEDGE DISSEMINATION

The *Journal of Higher Education Policy and Management*, 'ATEM Matters', the web site forums, and the conferences and seminars run by the Association and the Branches, are all places where knowledge is shared and where our work becomes more effective through our participation in a learning society. We also benefit by being able to participate at the international level. ATEM Delegates attended a number of overseas conferences and share their experiences on returning home. This year BP Lucy Schulz attended the ACCRAO Conference in the USA.

### The TEM Conference

It is interesting to see that attendance at the Annual TEM Conference has more than doubled over the last 5 years:



There was a large number of papers submitted, 107 initially. Of those were 9 withdrawn throughout the duration of the conference preparation. Of the remainder 70 were accepted for presentation at the Conference.

The Theme of the Conference was “Better The Devil You Know: or is it *Dare, Excel, Visualise, Inspire, Lead*”? Those five words formed the streams under which the papers were presented.

The 2004 Conference attracted excellent industry support, with the following sponsorships:

**Major Sponsor:** Australia Post

**Other Sponsors:** Microsoft, Trane, Oracle, Technicard, TAC Pacific, Callista, University of Tasmania, Beacon Group, Resolve FM, Spotless, Lyons Architects, Marsh, KPMG, UniLodge, Jane’s, Architectus

Trade Exhibitions were again popular and included a record number of 22 Exhibitors.

The social program was excellent, and took good advantage of one of the most historically interesting cities in Australia.

### **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 we aimed to give the design of the Journal a greater compatibility with the ATEM Brand. Because of the long lead time needed to change the cover of the Journal, which is pre-printed, most of the changes will not come into effect until 2006.

### **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 2004; and February and April 2005. 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” and “Supporting Research: from proposal to publication”.

### **KNOWLEDGE APPLICATION**

Knowledge Application works at two levels - the application of knowledge by individual members, and the application of knowledge by institutions in the Association.

### **ATEM WEB SITE**

For the reporting period this year we have achieved the following visitation rates, compared to 2003-2004:

<b>2004-5</b>	<b>2003-4</b>	<b>% Gain</b>
156,130 visitor sessions	65,155 visitor sessions	139.6
583,301 page views	224,213 page views	160.2
3,582,419 hits	1,868,633 hits	91.71

The Job Vacancies page took off during the latter part of the year with many more Corporate Members taking advantage of their entitlement to free advertising. This page attracted 43,090 pages views. The Members Forum page continued to be one of the least visited parts of the site with only 10,761 page views.

Some hundreds of papers continue to be added to the web site in 'Occasional Papers' and in the Archived Conference Papers section for Branch Conferences and the TEM Conference.

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

## **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 2004-2005 were:

Meritorious Service Awards	John Chapman AM, OAM, ASM (NSW Branch)
Certificate of Appreciation	Vanessa North (NZ Branch)
Peter Karmel International Travel Grant	Tony Heywood (NSW Branch)

Maurie Blank Study Scholarship

Lois Booth (WA Branch)

**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 2005 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 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 2005, compared to 30 April 2004.

Branch	Financial		Unfinancial		Corporate		Emeritus		Total	Total
	Members		Members		Members		Members			
	2005	2004	2005	2004	2005	2004	2005	2004	2005	2004
ACT	27	36	26	16	23	23	9	10	85	85
NSW	345	209	8	74	63	49	8	5	424	337
NT	25	21	13	13	7	6	0	0	45	40
NZ	122	93	100	139	73	65	3	3	298	300
QLD	97	103	86	79	28	24	3	2	214	208
SA	79	66	37	18	13	15	2	2	131	101
Tas	44	46	19	15	9	10	0	0	72	71
Vic	236	179	110	55	31	25	2	2	379	259
WA	66	72	41	26	36	20	1	1	144	119
Int	1	2	4	1	7	0	1	0	13	3
<b>Total</b>	<b>1042</b>	<b>827</b>	<b>444</b>	<b>436</b>	<b>290</b>	<b>237</b>	<b>29</b>	<b>25</b>	<b>1805</b>	<b>1523</b>

Branch	%Gain	Gross Gain								
ACT	0	0								
NSW	25.8	87								
NT	12.5	5								
NZ	-0.7	-2								
QLD	2.9	6								
SA	29.7	30								
Tas	1.4	1								
Vic	46.3	120								

<b>WA</b>	<b>21.0</b>	<b>25</b>							
<b>Int</b>	<b>333.3</b>	<b>10</b>							
<b>Total</b>	<b>18.6</b>	<b>282</b>							

(Notes: The Columns show 2005 compared to 2004 for Financial Members, Unfinancial Members, Corporate Members (individuals, 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. This explains the large number of members in the Unfinancial Category, as March/April is when most members become unfinancial, and the Census date is on 30 April, the close of the ATEM Financial Year.)

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.

<b>BRANCH</b>	<b>STUDENT</b>	<b>ASSOCIATE FELLOW</b>	<b>FELLOW</b>
ACT			
NSW		2	1
NT			
NZ		3	6
Qld			2
SA			4
Tas			
Vic		2	4
WA	1	3	
<b>Total</b>	<b>1</b>	<b>10</b>	<b>17</b>

### **THE ATEM FOUNDATION**

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

In October 2004 the Victorian Branch made a donation to the Foundation of \$50,000. The gift was acknowledged with these words, sent to the Branch President, Gerard Toohey.

“Your Branch has taken the lead as it always has in ATEM affairs. You created the organisation in 1976. In the same year you began the Annual Conference and you initiated the ATEM Journal. We will always remember that. Your leadership in this organisation will now be perpetually remembered as the first major donor to the ATEM Foundation. The ATEM Emeritus Chapter has been making small donations to the Foundation for a year. Your major gift will encourage all of them to continue and to redouble their efforts. We cannot thank you enough. Others will follow, but you were first: as you were in 1976.”

### **THE EMERITUS CHAPTER**

*Report from Colin Plowman, Convenor of The Emeriti*

The ATEM Council has requested the Emeritus Chapter to spearhead a bequests program for the ATEM Foundation. The Chapter's members have already made two commitments in this regard.

Many of our number have assisted ATEM projects at the Council and Branch level. For instance Emeritus Members worked in a semi-volunteer basis in the ATEM Secretariat (Pickford, Scardoni), in the NSW Branch (Chapman), and the New Zealand Branch (Wills). In addition, four Emeritus Members of the ACT Branch (Cameron, Pickford, Plowman and Scardoni) sponsored the ACT Branch 2004 Christmas Function.

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
2004-2004 Annual Giving Program	2,200.00
2004-5 Annual giving program and Raffle	<u>1,696.24</u>
<b>Six Year Total</b>	<b><u>\$5,894.24</u></b>

### **VISITS BY THE ATEM SECRETARIAT**

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

- The Victorian Branch Conference in May 2004
- The New Zealand Branch Conference in July 2004
- The NSW Branch Planning Meeting and AGM in August 2004
- The AFR Higher Education Summit in Melbourne, March 2005

Peter Scardoni attended:

- The Victorian Branch Conference in May 2004
- The South Australian, Western Australian and Northern Territory Branches in July 2004
- The Queensland Branch in March 2005.

Both attended the TEM Conference in Hobart which gave them a chance to catch up with the Tasmanian Branch.

### **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 following activities.

#### **ACT Branch**

Due to a number of contributing factors, professional development in the ACT has been very thin on the ground. Last year we had a luncheon at the University of Canberra to both discuss proposed professional development activities and encourage new members. 15 people attended.

In April the first of a series of seminars, "Interviews - giving the performance of your life" was to run, however the response from members in the ACT was poor and the committee decided to postpone it until we could gain feedback as to what professional development activities they wanted, and would attend. We needed about 20 attendees to break even and only 8 registered.

Other seminars were to have been "Interview Panels for Panel Members", "Committee Secretary Seminar", "Preparing a Ministerial".

Prior to Christmas we plan to survey members to find out what they want by way of professional development activities.

### **New South Wales Branch**

- Managing Change Strategically; Kay Hemsall, Anna Bounds; full day; 22 attendees.
- Privacy - Compliance & Accountability for Universities; Tim Robinson, Anne Picot; half day; 26 attendees.
- Dealing with Difficult Customer Situations; Leanne Anderson; half day; 12 attendees.
- Faculty Managers' Forum; Various presenters; full day; 28 attendees.
- Branch Conference; Various presenters; full day; 54 attendees.
- Contract Issues for Non-Lawyers (1); John Hartigan; half day; 60 attendees.
- Risk Management; Sue Kirk, Tony Heywood; half day; 21 attendees.
- Career Development Program; Various presenters; 3 days; 20 attendees.
- Contract Issues for Non-Lawyers (2); John Hartigan; half day; 22 attendees.
- Emotional Intelligence; Kay Hemsall; full day; 12 attendees.

#### **Member support activities:**

The NSW Branch provided scholarships to the total of \$2,700:

- 4 x \$500 Scholarships to attend the 2005 TEM Conference in Hobart (Mark Kneen, Natalie Downing, Erick Opena, and Lorraine McClinchie); and
- 3 x \$900 Scholarships to attend the 2005 Career Development Program in Armidale (Kim Nemetz, Glynis Grace, and Jennifer Zsifko).

It is hoped that the awarding of Scholarships will be an ongoing expenditure.

#### **Institutional Coordinators and Other Major Branch Activities**

The NSW Branch appointed Membership Coordinators in every university, one TAFE institution, one College of Higher Education – a total of 14 – all reporting direct to the Branch Membership Secretary. The venture has been an overwhelming success with 203 new members being created during the 2004/2005 year. The Branch membership at 30<sup>th</sup> April 2005 was 420. Every University, Universities Admissions Centre and Higher Education Systems Limited have taken out Corporate Membership.

### **Northern Territory Branch**

- Work Life Balance; Hugh Kearns; 1 hour; 19 attendees.
- Meetings – Meeting Procedures, minute taking & follow up action; Patricia O'Brien-Price; 3.5 hours; 11 attendees.
- PowerPoint Presentations Workshop; Doug Gillanders; 4 hours; 8 attendees.
- Career Planning; Doug Gillanders; 3 hours; 15 attendees.

#### **Member Support Activities**

- Annual TEM Conference registration costs (Hobart); Diane Skewes and Lila Lovard

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

*Membership Coordinator:* Vivian Topham appointed, but resigned due to work commitments. New membership coordinator appointed: Diane Skewes.

## **New Zealand Branch**

- Auckland/Northland Regional Meeting; Maureen Reid; 1 hour; 8 attendees.
- Waikato/Bay of Plenty Members' Luncheon; Professor Roy Crawford; 2 hours; 40 attendees.
- NCEA Presentation (Wellington); Ministry of Education; 3 hours; 60 attendees.
- Branch Conference (Wellington); Various Presenters; 2 days; 110 attendees.
- NCEA Presentation (Christchurch); Ministry of Education; 3 hours; 50 attendees.
- Canterbury/Nelson/Westland/Marlborough Regional Breakfast Meeting; Ginny Ferguson; 1 hour; 12 attendees.
- Accounting for Non-Accountants; Jeff Long; 1 day; 24 attendees.
- Accounting for Non-Accountants; Jeff Long; 1 day; 27 attendees.

### **Member Support Activities**

- Five awards to attend the Branch conference were made in 2004.
- Three travel awards to attend the TEM conference were made in 2004.

### **Institutional Coordinators and Other Major Branch Activities**

The Branch President attended the two Tertiary Consultative Group meetings convened by the Minister of Education, with other invited participants from 25 key groups in the tertiary sector.

A significant development has been the three year agreement reached between the Branch and the Ministry of Education for the Ministry to engage in regular conversations with ATEM members and for the delivery of Professional Development.

The highlight of the year once again was the splendid branch conference hosted in Wellington in July. This was the result of the work of a very energetic and capable team lead by Martin Taylor and the generous support of the Wellington region tertiary institutions and the Ministry of Education. The Australian, New Zealand Student Services Association shared responsibility for the organisation and delivery of this very successful occasion.

The AGM discussion resulted in the development of a seventh region for members who wish to register as Maori members. The intention is to be able to respond to the needs of Maori members and to enable members from this region to speak with one voice as members in other regions are able to do.

The Executive Committee met in August 2004 in Canterbury for a day of review and planning.

## **Queensland Branch**

- Managing Our Time: The ultimate time management course; Darryl Krook; 1 day; 17 attendees.
- Enhancing your collaboration skills; Eril McNamara; 1 day; 16 attendees.
- Presentation Skills; Dr June Dunleavy; 1 day; 16 attendees.
- Towards Middle Management; Various presenters; 1 day; 40 attendees.
- Cross Cultural Issues for Tertiary Managers; Jiri Martinek; 1 day; 10 attendees.
- Customer Service Workshop 2; Dr Stephen Holmes; 1 day; 16 attendees.
- Expanding Your Influence; Hilary Langford; 3 days; 20 attendees.
- One day Personal Development Workshop for Women 2; Michelle Moynihan; 1 day; 11 attendees.
- Introduction to Negotiation; Leonie Elphinstone; half day; 12 attendees.
- Branch Conference; Various presenters; 1 day; 68 attendees.
- Marketing Education; Stephen Holmes PhD; 2 days; 11 attendees.
- Tools for Knowledge Management; Eril McNamara; half day; 13 attendees.

- One day Personal Development Workshop for Women; Michelle Moynihan; 1 day; 20 attendees.

#### **Member Support Activities**

- **ATEM Conference Scholarships:** For the first time the Branch offered four scholarships which were the value of the TEM conference registration fee. The only application received was from a corporate member Ms Heather Fossey of James Cook University, Townsville
- **Towards Middle Management free registration:** Following a practice which has existed for a decade, a number of scholarships are offered annually for attendance on the three day residential Towards Middle Management Program. The Scholarships which cover the registration fee and board and lodging (each valued at \$765.00 in 2004) are 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
  - University of South pacific – 1 placeThe Universities concerned have accepted the offer and made the requisite nominations.

#### **Institutional Coordinators and Other Major Branch Activities**

In 2004 Cassandra Russell was appointed as Membership Coordinator for the Qld Branch.

### **South Australian Branch**

#### **Seminar program**

Maintaining the momentum gained from the 2003 National Conference in Adelaide, the Branch has conducted a successful and diverse seminar program in 2004/5. The program has focused on the broad higher education context and the evolving nature of professional management careers in the sector.

A half day seminar conducted in September on the topic of management of student grievances was an outstanding success. Drawing on speakers from inside and outside the sector, the seminar covered a range of issues including practical complaint handling, relevant legislation, the role of the student ombudsman and risk management aspects.

The Branch held a series of breakfast and late afternoon meetings, aimed particularly at junior and middle level administrators with a view to increasing our membership. These sessions have focused on a range of topics including the TAFE/University interface, the new ATEM professional recognition system and an entertaining presentation on strategies for dealing with perfectionism and procrastination. A forum on the workplace relations reforms is planned for June.

#### **AGSB Leading and Managing People Program**

In addition to conducting its seminar program, the Branch was pleased to be able to negotiate access for members at a substantial discount to the *Leading and Managing People Program* offered by the Executive Education unit of the Adelaide Graduate School of Business on 2 and 3 December 2004.

The Program, targeted at middle and senior managers to improve expertise in leading and managing people, covered a broad range of topics including leadership, motivation, conflict and negotiation, power and influence, self-management and managing up.

Feedback from the fourteen participants was extremely positive, and the Branch hopes to negotiate access for members to a similar program in 2005-06.

### **University of Adelaide Centre for Professional and Continuing Education**

The Branch negotiated a 25% discount for members on all of the professional development programs offered through the University of Adelaide's Centre for Professional and Continuing Education.

### **Tasmanian Branch**

- Lunchtime Speaker Program "*Research in Law Enforcement Study*"; Assoc Prof Roberta Julian; 1 hour; 27 attendees.
- Lunchtime Speaker Program "*The Process of Administrative Reviews*"; Prof Rudi Lidl; 1 hour; 29 attendees.
- Lunchtime Speaker Program "*History of the University of Tasmania*"; Graeme Foster & Richard Davis; 1 hour; 30 attendees.
- Lunchtime Speaker Program "*Quality in Higher Education*"; Prof Graham Webb; 1 hour; 32 attendees.
- Lunchtime Networking Session (Christmas Lunch); 1 hour; 31 attendees.
- Lunchtime Speaker Program "*Update on Current Issues in Australian Higher Education*"; Daryl Le Grew; 1 hour; 23 attendees.
- Lunchtime Speaker Program "*360 Degree Program Update*"; Glennys Drew; 1 hour; 9 attendees.

### **Member Support Activities**

Attendance at the TEM Conference was provided for Steph Atkinson (Secretary of the Conference Organising Committee) and also Rhonda Ewart (Secretary of the Tasmanian Branch). Because the Conference was in our 'home state', it was felt that most staff would be able to attend should they wish to do so and so support for individual members was limited to those outlined above.

### **Institutional Coordinators and Other Major Branch Activities**

The major activity for the period was the hosting of the 2004 Tertiary Education Management Conference. This event has now been judged a professional and financial success which can be related back to the hard work and planning that went into the organisation of this important event by the Tasmanian Branch. The hosting of the Conference provided the Branch with a significant opportunity for development; both in its contact with other branches and also interaction with international bodies with similar aims. As the hosting of the Conference was a major undertaking for the Branch (as a one University branch), it was the main activity for the reporting period.

Within the reporting period two new key appointments were made: Lisa Riddell was appointed Chair of the Membership Applications Standing Sub-Committee; and Christine Davey was appointed Membership Coordinator.

### **Victorian Branch**

- Minute Taking 1; Trudi Larder; half day; 23 attendees.
- HR for Managers – Bullying/Whistleblowing; Mary Jones; 1 day; 18 attendees.
- Communication Skills for Women Who Lead; Julie Warnock; 1 day; 20 attendees.
- Setting and Managing Priorities; Adam Le Good; 1 day; 20 attendees.
- Minute Taking 1; Trudi Larder; half day; 26 attendees.
- Managing Poor Staff Performance/Behaviour; Proteus; 1 day; 21 attendees.
- Branch Conference; Various presenters; 1 day; 117 attendees.

- Writing for the Web; Rosemary Chang; 1 day; 26 attendees.
- Events Management; Joel Martin & Raylyn Christou; 1 day; 21 attendees.
- Introduction to Tertiary Education; Various presenters; 1 day; 26 attendees.
- Middle Managers Program; Julie Warnock & Adam Le Good; 3 days; 28 attendees.
- Minute Taking 2; Trudi Larder; half day; 18 attendees.
- Business Coaching for Professional Administrators; Heather Russell; half day; 6 attendees.
- Understanding Yourself and Others through MBTI; Maddy McMaster; 1 day; 16 attendees.
- Resume Writing and Interview Skills; Di Rachinger; half day; 17 attendees.
- Evaluating your Brochures; Jan McAdam; half day; 10 attendees.
- Giving Excellent Customer Service; Various presenters; 1 day; 20 attendees.
- Understanding and Managing People; Proteus; half day; 25 attendees.
- Minute Taking 1; Trudi Larder; half day; 23 attendees.
- Emotional Intelligence; Julie Warnock; 1 day; 23 attendees.
- Customer Service Across Cultures; Fiona Price; 1 day; 25 attendees.
- Working with Asian Names; Fiona Price; half day; 26 attendees.
- Put it in Writing – Report/Business Writing; Rosemary Chang; 1 day; 22 attendees.
- The Manager as Coach; Heather Russell; 1 day; 18 attendees.
- Resume Writing and Interview Skills; Di Rachinger; half day; 17 attendees.
- Emotional Intelligence; Julie Warnock; 1 day; 22 attendees.
- Events Management; Joel Martin & Raylyn Christou; 1 day; 22 attendees.

#### **Institutional Coordinators and Other Major Branch Activities**

Attendance by Maddy McMaster, a Victorian Member at the AUA Conference in England, March 2005 to assess their Continuous Professional Development program for educational administrators.

#### **Western Australian Branch**

- Surviving or Thriving? Collaboration, Amalgamation and Accountability; Peter Browne & Terry Werner; 1.5 hours; 30 attendees.
- University Funding – How is it Allocated? Warren Snell & Greg Holland; 1.5 hours; 53 attendees.
- Branch conference; Various presenters; 1 day; 74 attendees.
- Cooperative Research Centres: A Review of Governance Arrangements; Mark Stickells; 1.5 hours; 27 attendees.
- Dumbing Up Skilling Down; Robert Player; 1.5 hours; 24 attendees.
- Higher Education Sector Staffing Scenarios for 2010; Christine Gunson; 1.5 hours; 21 attendees.
- Leadership, Management and Development in the UK Tertiary Sector; Chris Jeffery; 1.5 hours; 15 attendees.
- Risk Management The Application Process; Phillip Draber & Andrew Burchfield; 3 hours; 18 attendees.
- Managing the Workplace in the Globalised Society and Emerging World in a Global Community; John Clune; 1.5 hours; 15 attendees.

## FINANCIAL STATEMENTS

The Audited Financial Statements are attached.

### THE ATEM COUNCIL 2004-2005

At 30 April 2005, the ATEM Council comprised:

Executive:

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

Non-Executive (Ex Officio) Members – Branch Presidents:

Kay Hemsall	New South Wales
Scott Snyder	Northern Territory
Steve Langley	Canberra
Carol Harding	Tasmania
Ginny Ferguson	New Zealand
Chris Jeffery	Western Australia
Roger Byrom	Queensland
Gerard Toohey	Victoria
Lucy Schulz	South Australia

## 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

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**Item 11 ATEM Foundation Directors Report**

**Association for Tertiary Education Management Foundation Pty Ltd  
ACN 096 513 414**

**Directors' Report**

1 May 2004 to 30 April 2005

**General Information**

The ATEM Foundation exists in order to create an endowment from which the ATEM Council may award scholarships and grants, and assist with the education and training programs that it manages.

During the reporting period the Foundation received an amount of \$52,351 into its endowment bank account.

No funds have yet been disbursed from the endowment.

Funds of \$50,225.25 have been invested in units in the Commonwealth Bank floating rate exchange resettable convertible preference notes (CBAPA).

In future years the Foundation intends to raise more funds, to invest them, and to disburse the interest only in support of its stated aims.

We have attained charitable status under the Income Tax Assessment Act.

**Specific Information**

- (a) There were no dividends or distributions during the year
- (b) There were no dividends or payments recommended or declared for payment to members, but not paid, during the year
- (c) The names of the Directors are: Tom Gregg (Chair), Richard Easter, Margie Cole and Peter Scardoni (Company Secretary)
- (d) No options were granted
- (e) There are no unissued shares or options
- (f) There are no shares or interests issued
- (g) There are no indemnities or insurances paid.

**Resolutions of the Directors**

The Board of Directors resolved at its meeting on 26 September 2004 as follows:

**Minutes**

The Board Report to the 1<sup>st</sup> Annual General Meeting of the Association on 28 September 2003 and the Minutes of the 1<sup>st</sup> AGM were confirmed.

**Annual Accounts**

The Board resolved to adopt the audited accounts (see below) for the period 1 May 2003 to 30 April 2004.

The Board went on to discuss future activity. It noted that the Emeritus Chapter had adopted the Foundation as its 'cause' and that the Chapter was engaged in a bequests program and an annual giving program. The Chapter had adopted two aims: to endow the Maurie Blank Study Scholarship (\$1,500 pa) and secondly to endow the Peter Karmel Travelling Scholarship (\$7,500 pa).

The Board agreed to recommend to ATEM Council that the Ghosts Lunch activity should be re-branded as an ATEM Foundation event, supported and managed by the Emeritus Chapter, that the funds be moved across from the ATEM accounts to the Foundation accounts, and that the proceeds of the Lunch should in future be retained in the Foundation.

The Board agreed to thank the Emeritus Chapter for the support it was giving to the Foundation, noting that it was the Foundation's first donor.

The Board also agreed to invite the ATEM Council to consider other ways of enhancing the Foundation endowment, so that the aim of endowing the two Scholarships could be achieved soon.

**General Business**

There was no general business.

**Election of Directors**

The Chair will report.

**Appointment of Auditor and Auditor's Remuneration**

The Board resolved to recommend to the AGM that the Auditors Keith France and Associates be thanked for their pro bono services and re-appointed.

The above recommendations of the Directors were all adopted by the Annual General Meeting of the members held on the same day.

**Declaration of the Directors**

The Directors declare that the financial statements and accompanying notes comply with accounting standards, that they give a true and fair view of the Foundation's affairs, that there are reasonable grounds to believe that the Foundation will be able to pay any debts if they arise, and that in the Directors' opinion the financial statements and notes are drawn up in accordance with section 296 and 297 of the Act.

Signed

Margie Cole  
Director

Peter Scardoni  
Company Secretary

**Association For Tertiary Education  
Management Foundation Inc**

**Financial Statement for the Period 1 May 2004 to 30 April 2005**

<b>30-Apr-04</b>		<b>30-Apr-05</b>
	Brought Forward	2200
2200	Donations to 30 April 2005	51200
	Sundry Income (Raffle)	490
	Interest	6
	Dividend	655
	Less: Govt Tax	8
<b>\$2,200.00</b>	<b>Balance as at 30 April 2005</b>	<b>\$54,543</b>

**Represented by**

2,200	Cash at Bank	4318
	Shares at Cost	50225
<b>\$2,200.00</b>		<b>\$54,543</b>

**Statement Of Cash Flows  
1 May 2004 30 April 2005**

<b>Date</b>		<b>Cash Flow</b>
1.06.04	Bank Interest	1.57
17.06.04	HL & R Pickford Holdings Donation	200.00
28.07.04	HL & R Pickford Holdings Donation	200.00
31.08.04	HL & R Pickford Holdings Donation	200.00
11.10.04	HL & R Pickford Holdings Donation	200.00
12.10.04	HL & R Pickford Holdings Donation	200.00
	Vict Branch	
30.11.05	ATEM Donation	50000.00
1.12.04	Bank Interest	4.67
14.12.04	Sundry Income (Raffle)	490.00
15.12.04	HL & R Pickford Holdings Donation	200.00
		-
7.03.05	Comsec Purchase Shares	21500.00
		-
10.03.05	Comsec Purchase Shares	28725.25
1.04.05	State Govt Tax	-8.00
12.04.05	Share Dividend	654.80
		<b>\$2,117.79</b>

## Profit and Loss for the Period 1 May 2004 to 30 April 2005

2004		2005
-\$8,139	Balance Bought Forward	\$2,200
	<b>Income</b>	
8139	Write of by Council	
2200	Donations to 30 April 2005	51200.00
	Sundry Income (Raffle)	490.00
	Interest	6
	Dividend	655
10339	<b>Total Income</b>	52351
	<b>Expenses</b>	
	Govt Tax	8
	<b>Total Expenses</b>	8
10339	<b>Operating Profit for the Period 1 May 2004 to 30 April 2005</b>	52343
\$2,200	<b>Accumulated Operating Profit/Loss</b>	\$54,543

**ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT FOUNDATION.  
ACN 096 513 414**

**Notes to the Financial Statements**

As stated by the Auditor, the financial statements of the ATEM Foundation and for the period ended 30<sup>th</sup> April 2005 were examined in accordance with the Australian Auditing Standards and :

(a) The Association for Tertiary Education Management Foundation had kept the accounting and other records required in accordance with the applicable approved accounting standards; and

(b) The financial accounts of the Association for Tertiary Education Management Foundation are properly drawn up so as to present a true and fair view of the financial position as at the 30<sup>th</sup> April 2005

The shares listed on the Balance Sheet are listed at cost.

**Disclosure:** The contribution of \$50000 from the Victorian Branch of the Association for Tertiary Education Management Inc was given as an interest free loan which the Branch does not forecast a requirement for repayment, other than an understanding that if the Branch has financial difficulty in future years then the Association for Tertiary Education Management Inc will be financially sympathetic.

Peter Scardoni  
Company Secretary

**ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT FOUNDATION.  
ACN 096 513 414**

**AUDITOR'S REPORT**

I have examined the financial statement of the ATEM Foundation and the balance sheet of the Association for Tertiary Education Management Inc for the period ended 30<sup>th</sup> April 2005 in accordance with the Australian Auditing Standards; and:

In my opinion:

(a) The Association for Tertiary Education Management Foundation had kept the accounting and other records required in accordance with the applicable approved accounting standards; and

(b) The accompanying financial accounts of the Association for Tertiary Education Management Foundation and the Balance Sheet of the Association for Tertiary Education Management Inc are properly drawn up so as to present a true and fair view of the financial position as at the 30<sup>th</sup> April 2005

(A signed copy will be tabled at the meeting)

KEITH E FRANCE

Honorary Auditor

Dated this: 10<sup>th</sup> Day of September 2005