

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

**Council Agenda**

There will be a meeting of the ATEM Council on Sunday 27 August 2006 at 1.00 pm in Room 5/6, Level 1, Hilton Hotel, Sydney.

Hilton Hotel contact numbers to pass on to your Office Staff are as follows:

**Phone:** 61 2 9266 2000 **Fax:** 61 2 9265 6053

**DELEGATES**

Tom Gregg	ATEM President
Richard Easter	Vice-President
Margie Cole	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Ion Wallace	Councillor at Large
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Kay Hemsall	President NSW Branch
Scott Snyder	President NT Branch
Ali Hughes	President NZ Branch
John Swinton	President Qld Branch
Judy Szekeres	President SA Branch
Angela Boyes	President Tasmanian Branch
Joanne Austin	President Victorian Branch
Chris Pepper	Representing the President WA Branch

**Observers**

Lucy Schulz	Vice-President Elect
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat
Ian Dobson	ATEM Journal

**\*1 Welcome and Apologies**

Apologies have been submitted by VP Richard Easter and BP Linda McLain (represented by C@L Chris Pepper).

**\*2 Starring of Items**

The President will invite members to star any additional items for discussion.

**\*3 Minutes**

The Minutes of the meeting held on 19 May at the Australian National University are attached. For confirmation [Pages 6 - 13](#)

**4 Business Arising from Council Minutes**

**\*4.1 ATEM Action Sheet**

The ATEM Action Sheet will be distributed separately. For discussion

**\*4.2 ATEM Web Site Review**

A report from VP Margie Cole is attached [Pages 14-18](#)

**\*4.3 AVCC/ATEM Joint Courses**

The SA Branch report on the latest of the jointly badged courses held in Adelaide will be tabled.

**\*4.4 Appointment of a Councillor at Large**

Ion Wallace's term expires at the 2006 AGM. At the May meeting Council considered the policy document on Councillors at Large and discussed the roles that a new C@L would take on after the AGM. It agreed that these roles should include all membership issues, web site and the Members Forum in Partnership with C@L Chris Pepper. Branch Presidents were asked to nominate a suitable person to the President. The President will report.

**\*5 President's Report**

The President's Report is attached. [Pages 19-20](#)

**6. Membership Matters**

**6.1 The Membership Levels**

At its last meeting Council resolved that, for the sake of consistency, decisions about the award of Fellow would in future be made by Council on the recommendation of a Committee comprising three Branch Presidents who are Fellows or Honorary Fellows. The Committee membership at the last meeting was BP Linda McLain (Convenor) VP Richard Easter and BP Ginny Ferguson. However the new Branch President of New Zealand is Ali Hughes.

**Recommendation:** That Dr Katy Gillette, Manager of the Research School of Pacific Studies at ANU, and a member of the ACT Branch Committee, be made an ATEM Fellow.

**\*6.2 Review of Membership Types**

At the last meeting BVP Prue Bedford spoke to a radically new idea about membership types which was designed to increase membership involvement through the creation of digitally linked industry groups, much along the lines of the categories which members select when they enrol. A team from an institution could join for a set fee which would be slightly less per person than the individual fee.

Council considered these ideas and agreed to put them to the Branch Presidents for discussion with their Committees and to report feedback at the August meeting.

Branch Presidents were asked for feedback. Responses were received from WA and Victoria and are attached. [Page 21](#)

**6.3 Percentage of ATEM Members in Australian Universities**

A table showing the percentage of staff in Australia universities who are ATEM members is attached. It has been referred to the HR Directors Committee of the Group of Eight Universities. For noting [Pages 22-23](#)

## **6.4 Corporate Members Campaign**

A report from the ATEM Secretariat is attached. **Pages 23-24**

## **7. Affiliations**

### **7.1 International Affiliations**

Council should note the current allocation of delegates to international conferences:

(a) AACRAO: There is no AACRAO delegate to TEM 2006 as yet. The AACRAO Conference was at San Diego on 17-20 April 2006. Our delegate was **BP Lucy Schulz**.

(b) AUA: **Sue Holmes** is the AUA delegate to TEM 2006. The AUA Conference was at Belfast in April 2006. ATEM was represented by **the President**.

(c) AAUA: The next Conference is 22 – 24 June 2006 in Vancouver. We do not yet have a delegate and the AAUA has not nominated a delegate to the TEM Conference.

(d) ACHEA: The 2006 Conference will be on 6-9 July in the Tobago Hilton, Trinidad and Tobago. Our delegate will be **C@L Ion Wallace**. ACHEA has nominated Dr **Kofi K. Nkrumah-Young** Vice President, Finance and Business Services, University of Technology, Jamaica.

### **\*7.2 Local Affiliations**

At the last meeting it was agreed that the two priorities that should now be followed up for the establishment of closer relations with ATEM are the Australian Department of Education, Science and Training and the NZ Vice-Chancellors Committee. For discussion

## **8 Reports**

### **8.1 Conferences**

#### **\*8.1.1 2006 TEM Conference**

A report by BP Kay Hemsall on the 2006 Conference will be tabled.

#### **\*8.1.2 Refereed Papers for TEMC**

At its last meeting Council noted a proposal from BP Kay Hemsall that there should be a refereed stream of papers in the TEMC. The idea was adopted and ATEM Secretariat was asked to take it up with the PCO and the Editors of the Journal. The latter because the Editorial Board of the Journal would be the most prestigious group to referee future papers in this stream. Ian Dobson, a Joint Editor of the Journal will speak on this matter.

#### **\*8.1.3 Future Conferences**

Future Conferences will be **Canberra** 7-10 October 2007, **Christchurch** 28 September - 1 October 2008, **Darwin** 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012

AAIR has raised the possibility of being involved in the 2008 Conference in Christchurch.

The President will report on TEFMA's reaction to the proposed 2012 Conference being in Adelaide.

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

A report from Ian Dobson is attached. For discussion [Pages 25-27](#)

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

C@L Ion Wallace will give the report of the ATEM Awards and Grants Committee at the meeting. For noting

**8.4 Elections 2006**

An electronic election was held in July-August. Nominations were received from Prue Bedford and Lucy Schulz for the Vice-President and from Toni Hodge for Association Secretary. Toni Hodge was declared elected unopposed and Lucy Schulz won the contested position of Vice-President in an electronic ballot. For noting

**\*8.5 FMAC**

The FMAC Agenda is attached. Neil Voyce chaired the meeting in the absence of Richard Easter. Neil will report on the meeting's findings. [Pages 28-32](#)

**8.6 Financial Reports**

The attachments 8.6.1 to 8.6.3 listed below will be e-mailed separately.

**\*8.6.1 Council Draft Budget 2007 – 2009** For adoption

**\*8.6.2 Branch Contributions to Council** For adoption

**8.6.3 Payments Schedule** For noting

**8.6.4 Audited Annual Accounts** (These can be found at the end of the Annual Report) [Pages 55-57](#)  
For adoption

**8.7 Annual Report 2004 - 2005**

The Annual Report is attached. For adoption [Pages 33-57](#)

**9 Business Referred by Branches**

There has been no business referred by Branches.

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

A report from C@L Ion Wallace and C@L will be found in the Conference Satchels.

**10.2 DEST Consultation on the Bologna Process**

ATEM was given an opportunity by DEST to join the consultation on the Bologna Process. Our nominee is a Senior Corporate Member of ATEM, Mr Ian Marshman. He is a Senior Vice-Principal at the University of Melbourne.

**10.3 Report from Bruce McCallum on IQPC Conference**

A report is attached. For noting **Page 58**

**\*10.4 Annual General Meeting of the ATEM Foundation''**

Council will reconvene as the Annual General Meeting of the ATEM Foundation in order to received the Directors Report and Elect Directors. The Agenda for the ATEM Foundation Board Meeting is attached. **Pages 59-64**

**11 2006/7 Meetings Calendar****SYDNEY 2006**

27 August at 8.30 am: ATEM Foundation Board

27 August at 9.00 am: ATEM Executive

27 August at 10.00 am: FMAC

27 August at 1.00 pm: ATEM Council

29 August at 8.00 am: ATEM Awards Breakfast and Members' Forum

29 August at 9.00 am: ATEM Annual General Meeting and SGM

29 August at 12.30 pm: ATEM Ghosts' Lunch at the Aria Restaurant, 1 Macquarie St, Sydney

**CANBERRA 2007**

24 May 2007 at 2.00 pm: FMAC

24 May 2007 at 3.30 pm: Executive Committee

24 May 2007 at 6.30 pm: Council Dinner

25 May 2007 at 9.30 am: Council

*GP24/8/06*

**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
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Kay Hemsall	President NSW Branch
Scott Snyder	President NT Branch
Ali Hughes	President NZ Branch
John Swinton	President Qld Branch
Judy Szekeres	President SA Branch
Angela Boyes	President Tasmanian Branch
Joanne Austin	President Victorian Branch
Lucy Schulz	Vice-President-Elect
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat
Ian Dobson	ATEM 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 19 May 2006 at 9.30 am in the Scarth Room, University House, Australian National University.

**PRESENT**

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
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Prue Bedford	NSW President's nominee
Scott Snyder	President NT Branch
Ginny Ferguson	President NZ Branch
Ibi Repscik	QLD President's nominee
Lucy Schulz	President SA Branch
Carol Harding	President Tasmanian Branch
Joanne Austin	President Victorian Branch
Linda McLain	President WA Branch
Giles Pickford and Peter Scardoni	ATEM Secretariat
Mack Nevill	evolution7

**1 Welcome and Apologies**

Apologies were received from BP John Swinton (Queensland Branch) (who was represented by BVP Ibi Repscik) and from BP Kay Hemsall (NSW Branch) (who was represented by BVP Prue Bedford).

The President welcomed Ibi Repscik and Prue Bedford to their first meeting.

**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****RESOLVED 1/06**

That the Minutes of the Council Meeting held on 27 September 2005 are confirmed.

#### **4. The ATEM Website**

The ATEM Website Developer, Mr Mack Nevill of evolution7, Melbourne, presented a proposal to improve the ATEM web site. He demonstrated a revised plan for the web site delivering a flatter structure, with most pages being only one or two clicks away from the Home Page. The 'Members Only' section was abolished, opening all the resources of the site to members and non-members alike.

There was a lot of discussion, including:

- The need to identify who the users are, and establish what they want most
- The need for a site map
- The need to increase interactivity with the Branches and provide an archive for each Branch for the storage of records
- The need to check the download time of the finished site and remove some pictures if this is too slow

Council noted a summary of visitation rates for 2005.

The new look of the web site was appreciated by the members and endorsed.

#### **RESOLVED 2/06**

That a sub-committee, comprising VP Margie Cole (Convenor), BP Lucy Schulz, C@L Chris Pepper, BVP Prue Bedford, Mack Nevill and Giles Pickford (Secretary) be appointed to work with evolution7 on the changes to the site and have the new site up live in time for the ATEM AGM on 29 August 2006.

#### **5 Business Arising from Council Minutes**

##### **5.1 ATEM Action Sheet**

Council went through the ATEM Action Sheet and identified those items that need attention. These included

- The need for the remaining two Branches to set membership targets for 2006
- The need for five Branches to set their AGM dates and inform the ATEM Secretariat
- The need for five Branches to complete their three-year rolling budgets.

**Relevant BPs are urged to give these issues urgency in the Branches and advise the Secretariat.**

##### **5.2 AVCC/ATEM Joint Courses**

This item is included in the President's Report, Item 6.

##### **5.3 Appointment of a Councillor at Large**

Council noted that Ion Wallace's term expires at the 2006 AGM. It considered the policy document on Councillors at Large and discussed the roles that a new C@L would take on after the AGM. These roles included all membership issues, web site and the Members Forum in Partnership with C@L Chris Pepper. It was agreed that the Branch Presidents be informed of the need to nominate a suitable person by the end of July.

## **6 President's Report**

6.1 Council received the President's Report and discussed the AVCC/ATEM Joint Courses. Council agreed that the budget items were indicative and would be developed in each case around that template. The question of Business Travel is not negotiable as it is part of conditions of employment. Councillors noted that the HEW 5-7 Course currently running was due to be put on this year in WA, SA, and if possible Queensland. It also noted that this was not the only AVCC course which could be jointly run with ATEM.

## **7. Membership Matters**

### **7.1 Membership Census 2006**

Council noted the ATEM Census as at 30 April 2006. It noted that Corporate and Emeritus Membership was growing slowly but individual memberships had remained flat.

### **7.2 Review of the Membership Levels**

BP Linda McLain led a discussion of the Membership Levels. The criteria for Fellow were reviewed and it was agreed that the word 'senior' (italicised below) could be removed from the following sentence.

'To be considered for a Fellowship of ATEM, a person must have been an Associate Fellow for a period of two years, and must have been actively engaged in the practice of the profession of tertiary education administration and management for at least 8 years and in a *senior* management role demonstrating strategic management and leadership for a minimum of two years.'

### **RESOLVED 3/06**

That, for the sake of consistency, decisions about the award of Fellow would in future be made by Council on the recommendation of a Committee comprising three Branch Presidents who are Fellows or Honorary Fellows. The Committee at this stage will be BP Linda McLain (Convenor) VP Richard Easter and BP Ginny Ferguson.

Lucy Schulz spoke on a proposal to fast track an application for Fellow. Council agreed that this may well be an Associate Fellow grading, and so a matter can be decided by the Branch.

### **7.3 Review of Membership Types**

BVP Prue Bedford spoke to a radically new idea about membership types which was designed to increase membership involvement through the creation of digitally linked industry groups, much along the lines of the categories which members select when they enrol. A team from an institution could join for a set fee which would be slightly less per person than the individual fee.

Also it was suggested that the Branches had not yet actively promoted the availability of the Student Member type, and that this could be a good source of new members. The ATEM Secretariat reported that there were currently three student members, one each in the ACT, NSW and SA.

Council considered these ideas and agreed to put them to the Branch Presidents for discussion with their Committees and to report feedback at the September meeting.

### **7.3 Corporate Members Campaign**

A report from the ATEM Secretariat on good progress with the Corporate Members Campaign was noted.

## **8. Affiliations**

### **8.1 International Affiliations**

Council noted the current allocation of delegates to international conferences:

(a) AACRAO: There is no AACRAO delegate to TEM 2006 as yet. The AACRAO Conference was at San Diego on 17-20 April 2006. Our delegate was **BP Lucy Schulz**.

(b) AUA: There is no AUA delegate to TEM 2006 as yet. The AUA Conference was at Belfast in April 2006. ATEM was represented by **the President**.

(c) AAUA: The next Conference is 22 – 24 June 2006 in Vancouver. We do not yet have a delegate and the AAUA has not nominated a delegate to the TEM Conference.

(d) ACHEA: The 2006 Conference will be on 6-9 July in the Tobago Hilton, Trinidad and Tobago. Our delegate will be **C@L Ion Wallace**. Since the meeting ACHEA has nominated **Kofi K. Nkrumah-Young** Vice President, Finance and Business Services, University of Technology, Jamaica.

Council noted Lucy Schulz's report on the AACRAO Conference.

### **8.2 Local Affiliations**

Council discussed a proposal from BP Kay Hemsall for closer collaboration with other like groups.

Council noted that it had close relations with the AVCC, AUQA, NZ Ministry of Education and TEFMA. Attempts had been made to get closer to AAIR, CPHE, NAPSA and TAFE Directors Australia; but none of them had crystallized. Of all the other untried affiliations it was agreed that the two priorities that should now be followed up are the Australian Department of Education, Science and Training and the NZ Vice-Chancellors Committee.

## **9 Reports**

### **9.1 Conferences**

#### **9.1.1 2005 TEM Conference**

##### **RESOLVED 4/06**

That Council notes and adopts the audited accounts and report on the 2005 TEM Conference in Perth. It agrees with a recommendation that as far as possible a representative from the previous TEM Conference should attend the first few meetings of the next one, to provide continuity.

There was also some discussion of the pattern of allocating venues, but a change to this pattern was not adopted. Also not adopted was the recommendation that the Conference Dinner be held on the second last night.

It was agreed that if a major sponsor continued to stay with the Conference for five years then some special recognition needed to be given.

#### **9.1.2 2006 TEM Conference**

A report by BP Kay Hemsall on the 2006 Conferences was adopted.

**9.1.3 Refereed Papers for TEMC**

Council noted a proposal from BP Kay Hempsall that there should be a refereed stream of papers in the TEMC. The idea was adopted and ATEM Secretariat was asked to take it up with the PCO and the Editors of the Journal. The latter because the Editorial Board of the Journal would be the most prestigious group to referee future papers in this stream.

**9.1.4 Future Conferences**

Council noted that future Conferences will be Canberra 7-10 October 2007, Christchurch 28 September - 1 October 2008, Darwin 2009, Melbourne 2010 and Brisbane 2011.

Council noted that AAIR had raised the possibility of being involved in the 2008 Conference in Christchurch.

**RESOLVED 5/06**

That the 2012 TEM Conference be held in Adelaide, subject to TEFMA endorsement.

**9.1.4 Conference Manual**

Council noted that the revised Conference Manual is now up on the web at this URL: [http://www.atem.edu.au/conferences\\_annual\\_manual.cfm](http://www.atem.edu.au/conferences_annual_manual.cfm)

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

Council noted the report from the Joint Editors of the Journal.

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

C@L Ion Wallace led a discussion on the Terms of Reference of the Awards and Grants Committee.

**RESOLVED 6/06**

That the proposed changes to the Awards and Grants Committee Terms of Reference be adopted

**9.4 Elections 2006**

A report from the ATEM Secretariat was received and it was noted that two positions will be put to the vote in June:

Vice-President – Margie Cole stated that she would not be re-nominating

Association Secretary – Toni Hodge said that she would be re-nominating

**9.5 FMAC**

VP Richard Easter led a discussion of issues recently addressed by FMAC. Council adopted the report and resolved as follows:

**RESOLVED 7/06**

(a) That it be noted that ATEM is now covered by CGU for all necessary insurances: Professional Indemnity Cover, Association Reimbursement Insurance, Association Entity Insurance, Employment Practices Cover, Fidelity Insurance Cover and Taxation Investigation Cover.

(b) That the remaining Branches complete their three year rolling budgets by 30 June, and that Peter Scardoni assist the WA Branch to meet this deadline as its Treasurer is on extended sick leave.

(c) That Branch Presidents determine on contributing a sum of money to the ATEM Development Fund and that the first call on the fund be the payment for creation of the Victorian Branch web-based events management facility including e-commerce. The facility is now available to all Branches.

(d) That Moore Stephens be instructed to take advantage of the ATO Amnesty for educational institutions and establish ATEM as a self declared educational institution for tax purposes. The Amnesty closes on 1 July.

(e) That Peter Scardoni is congratulated on the introduction of the single accounting system for ATEM and that he and the Treasurer write a users manual for the system.

(f) That it is noted that Tasmania is considering handing over its accounting activity to Peter Scardoni, that WA may also do this, and that it is agreed that this bureau service be drawn to the attention of all Branch Presidents so that they can discuss adopting this practice with their Branch Committees.

(g) That an Investment Policy be created for ATEM's investments and the ATEM Foundation.

## **9.6 Financial Reports**

### **9.6.1 Council Budget Report 2005 – 2006**

#### **RESOLVED 8/06**

That the final report on the 2005-2006 Budget be noted.

### **9.6.2 Council Draft Budget 2006 – 2007**

#### **RESOLVED 9/06**

That the 2006-2007 Budget be adopted

### **9.6.3 Branch Contributions to Council**

#### **RESOLVED 10/06**

That the amounts owed to and by Branches as shown in the schedule be adopted

### **9.6.4 Payments Schedule**

#### **RESOLVED 11/06**

That the amounts shown in the payments schedule be approved.

### **9.6.5 Annual Accounts**

#### **RESOLVED 12/06**

That the annual accounts for 2005-2006 be adopted and referred to the Auditor.

## **9.7 Strategic Directions 2006-2008**

Council discussed the 2006-2008 Strategic Directions Statement.

#### **RESOLVED 13/06**

That the 2006-2008 Strategic Directions Statement be adopted.

**9.8 Annual Report 2004 - 2005**

Council noted that the draft Annual Report is still in preparation. Branch Presidents were urged to complete and return their reports on PD Activities by Friday 26 May 2006.

**10 Business Referred by Branches**

10.1 Council noted that the NSW Branch had submitted a number of items which were included in the various sections of the Agenda.

10.2 Council congratulated the Victorian Branch on its introduction of e-commerce and electronic conference registration and events management.

**11 Other Business****11.1 Members Forum**

Council held a broad discussion of themes to provide guidance to C@L Ion Wallace and C@L Chris Pepper. It noted BP Kay Hemsall's proposal "that the Members Forum at the 2006 ATEM Breakfast include a discussion about the future of ATEM and its relevance in 21<sup>st</sup> century to the sector, and how to increase motivation for individuals to join and move through the Professional Education and Training Framework."

**11.2 ATEM Secretariat Contracts****RESOLVED 14/06**

That the President and VP Richard Easter negotiate with the contractors the extension of the ATEM Secretariat contracts to May 2008.

**12 2006 Meetings Calendar****SYDNEY**

27 August at 8.30 am: ATEM Foundation Board

27 August at 9.00 am: ATEM Executive

27 August at 10.00 am: FMAC

27 August at 1.00 pm: ATEM Council

29 August at 7.15 am: ATEM Awards Breakfast

29 August at 7.30 am: Members' Forum

29 August at 8.15 am: ATEM Annual General Meeting

29 August at 12.30 pm: ATEM Ghosts' Lunch at the Aria Restaurant, 1 Macquarie St, Sydney

*GP 22/5/06*

**Distribution:**

Tom Gregg	ATEM President
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Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Ion Wallace	Councillor at Large
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Kay Hemsall	President NSW Branch

Prue Bedford  
Scott Snyder  
Ginny Ferguson  
John Swinton  
Ibi Repscik  
Lucy Schulz  
Carol Harding  
Joanne Austin  
Linda McLain

Giles Pickford and  
Peter Scardoni

Ian Dobson and  
Angel Calderon  
Mack Nevill

NSW President's nominee  
President NT Branch  
President NZ Branch  
President Queensland Branch  
QLD President's nominee  
President SA Branch  
President Tasmanian Branch  
President Victorian Branch  
President WA Branch

ATEM Secretariat

Joint Editors of the Journal

evolution7

#### **Item 4 The ATEM Web Site**

Set out below are the comments that Mack has made about all the feedback he has received from members.

##### **ATEM 2006 Website feedback**

I've reviewed comments and feedback supplied to us from Margie, Giles and others, and also discussed some broad concepts and then tackled specific issues and questions.

##### **ATEM sitemap**

Something which may be useful in determining placement of information on the ATEM website is to understand how information taxonomy is used in the discipline of web design.

Broadly, what you see defined in the sitemap is the "taxonomy", a hierarchical tree-like diagram. This often corresponds to the actual structure of the website in the file system. It looks, and to some extent behaves like the Dewey Decimal System – fixed categories, subcategories beneath those, sub-pages and so on.

The liberating aspect to all this is that we are not confined to the structure. The "taxonomy view" refers to more than just the structure; it is the view onto the structure and may mirror it exactly or be completely different. It doesn't have to be presented in the same hierarchical format, and it can include or exclude components of the structure as required.

Our usual approach to the information taxonomy puzzle is to structure information in a logical and consistent manner based on the information itself; and then develop the taxonomy view based on the audience usage pattern ; eg. What sections of the site are most useful, most often accessed, need to be most prominent and so on.

An example of this in the ATEM website is the branches; logically in the structure they come under branches, however most member's interaction is primarily with their branch, and this is part of the focus of the redevelopment, so "breakout links" have been included at the very bottom of the sitemap. This essentially means a recommendation to have these links included on the front page or at the "top level" somewhere, as they will be frequently accessed and need to feature prominently.

Another example might be "Join Here", which naturally lives under Membership, but is certainly deserving of a prominent link, at least on the homepage, linking to this section.

It is common amongst professional organizations (I have looked at many...!) to group all member related information under "Membership" such as fees, levels, details, services (this could also link across to other parts of the site), and so on – this is logical, consistent, and makes sense.

Again, in increasing common usage is the use of the term "community" to denote forums and forum-like software. Forums are increasingly a common part of many peoples internet experience and are in much wider usage than they were even a couple of years ago. People recognize and are familiar with the mechanics of browsing threads, posting and replying, and anything that is familiar is instantly much friendlier to people than an unknown system, and likely to receive much greater patronage. I would recommend a front page link to the forums also, and even perhaps a panel showing recent discussion topics (always good to get things started).

Coming back to a few more specific topics – the reason I covered explanation of taxonomy view and structure is that it can help to solve some of these questions more easily,

## Questions/Feedback

*Where should Major events & Meetings go?*

My response to this would be that major events are listed under the “Events & conferences” section, however a summary page explaining broadly what major events & meetings occur – in the context of what “activities” ATEM provides/offers – could appear under the activities section, or simply just referenced from the “Activities” page itself.

*Should there be a Publications section?*

I think this is good idea; there are a lot of documents on the site and publications such as the Journal and Newsletter are popular. Feedback has been that people don’t know to look under “Activities”, thus this defines this area more clearly as the main “document” repository for the site.

This then has the interesting side effect of substantially diminishing the “Activities” section, raising the possibility of folding some or all of this content under the “About Us” section. Elsewhere feedback has been raised re the “Emeritus Chapter” (is it an activity?) – the same could be said for “ATEM Foundation”. I would strongly consider wrapping the remaining content here (see adjusted sitemap) under “About Us”.

*How should Emeritus activities/events/membership type be handled?*

I would suggest the following:

- Emeritus appears under “Membership Levels” as one of the valid types of membership, with appropriate description there
- Emeritus events are listed under “Events & conferences” as with all other events
- Emeritus also merits it own “special” page, giving description of what the Emeritus Chapter is, under “About Us”. This can also contain some broad description of activities that are undertaken by the Emeritus Chapter

*Where are the branch professional training programs?*

The nomenclature is a bit confusing here (I know, as we have been asked to change it several times...!), but “Education and Training Programs” is the current official title for “PD” related programs. The intention here was that this page (under “Education”) would list ALL programs, however search/filter controls here would let you filter by branch. Alternatively, you could go to the Branch “sub-site” and they would also be listed under there – two views onto the same content.

*Could registration for professional development link in to the PD log for members allowing this to be automatically created (saving manual entry)?*

Technically yes, but some things have to be taken into consideration, even given my broad and somewhat sketchy understanding of how these things work.

- Registering for a program does not mean someone has automatically completed it
- I would imagine longer running programs could have a variable amount of hours depending on what was attended (eg. Workshops over several days)
- There is an element of responsibility in people manually entering their own PD data which may be a positive

If ATEM were comfortable with the implications, it could certainly technically be achieved.

*Forums/chat rooms/special interest groups/subscription*

I just want to clear up some naming issues so everyone is on the same page – “chat room” is totally misused in this context. ATEM has never had a “chat room”. A “chat room” is an interface, either via a website or other software, where people have live communication with one another via typed messages which appear on a shared screen. Messages are not stored and the medium obviously relies on all parties involved to be online at the same time.

*What ATEM previously had on the old website:*

This was in some ways a curious mix of things, but was in fact basically multiple mailing lists, organized by topic, with messages to the lists stored on the website. Members subscribed to one or more lists and then received mail from those lists direct to their mailbox, where they could respond; which in turn was sent back to the whole list.

They were popular, however the system when we came upon it was buggy, and plagued with problems as it could not handle the load of 1500+ members all emailing each other constantly. These systems are best run from dedicated mailing list software that is setup to handle bulk volumes of email; the web server infrastructure is not well equipped to handle it. Basically each reply to a list might generate 1000 emails; so if there are 30 “posts” to the mailing list in a day, and 1000 recipients on the lists, you have 30,000 emails going out each day; that’s a lot of email.

Forums are now predominantly used instead of the older format of mailing lists, and if setup correctly, can have the best of both worlds. Most forum software lets you subscribe to or monitor a forum category or thread, so you can receive email when something is posted. Some other key advantages:

- Forums attract and build traffic for the website at large
- Forum posts can be referenced with their own unique URL’s, either within the site or elsewhere (quoted or referenced by other organizations)
- Forums can be indexed by search engines, meaning topics discussed can be found on search terms, bringing interested and relevant traffic from this source
- Over time, forums can build an impressive repository of information, all of which is accessible and searchable
- Forum software usually lets users subscribe to a category or thread
- Demand on the web server is not excessive
- Forum software can be heavily customized or modified as appropriate
- We could possibly create a function where new/renewing members select which forum categories they would like to subscribe to, and they would receive email alerts when new posts were made to those categories (they could also manually subscribe)

*Should there be a common template for branch pages?*

I would recommend that a consistent template is used for branch pages as it will enable us to drive content from the CMS, which will mean branches will have a high degree of flexibility in maintaining their own content.

The template can be setup with a variety of fields and can display across multiple pages, and can pull data from the database such as office bearers with bios and photos (see below).

*Photo and short bio for ATEM executive & branch members?*

It is not too difficult to add this to the member module so that if people hold an ATEM position they get some extra fields for bio and also to attach a photo. This could even be extended to all members if there was sufficient interest, effectively giving all ATEM members a “profile” with photo and bio on the website...

Set out below is the **DRAFT** site map.

ATEM 2006 Draft sitemap	Members Only	Action
<b>Home / Splash</b>		
<b>About Us</b>		
About ATEM Inc		
Constitutions		
Facts & figures		
History		
Honour Roll		
Office Bearers		
Annual Report		
ATEM Structure		
The Patron		
Contact Us		
Policy		(from Members)
Meetings		(from Members)
Surveys		(from Members)
· <b>Activities</b>		move under 'About Us'?
ATEM Foundation		move under 'About Us'?
Emeritus Chapter		move under 'About Us'?
Grants & Awards		move under 'About Us'?
Professional Links		move under 'About Us'?
· <b>Publications</b>		
Journal		
Newsletter (ATEM Matters)		
Occasional Papers		
Research		
Submissions		
AUA Good Practice guides		
· <b>Education</b>		
Postgraduate courses		
List your course (Corps Only)		(new)
Education & Training Programs		
· <b>Events &amp; Conferences</b>		
TEM Conference		
Archived Papers		(new)
Branch conferences		
Archived Papers		(new)
Other conferences		
· <b>Job Vacancies</b>		
View Job Vacancies		
List your vacancy (Corps Only)		(new)
· <b>Membership</b>		
Join ATEM <<<		
Membership Levels		(from Education)
Membership Benefits		
Membership Services		
Membership Fees		
Membership Forms		(from Members)
Member directory	YES	(from Members)
My Details	YES	(from Members)
Edit details	YES	
PD Activity Manager	YES	
Renew my membership	YES	
Upgrade my membership	YES	
· <b>Community</b>		

<a href="#">Forum</a>	(from Members)
<a href="#">Forum registration</a>	(new)
<a href="#">Organisations</a>	(from top RH tab)
<a href="#">Experts</a>	(from top RH tab)
<b>Branches (new)</b>	
<a href="#">ACT</a>	(from About Us/Branches)
<a href="#">Profile page</a>	
<a href="#">Office Bearers</a>	
<a href="#">Events</a>	
<a href="#">Education</a>	
<a href="#">Downloads</a>	
<a href="#">Etc...</a>	
<a href="#">New South Wales</a>	(from About Us/Branches)
<a href="#">New Zealand</a>	(from About Us/Branches)
<a href="#">Northern Territory</a>	(from About Us/Branches)
<a href="#">Queensland</a>	(from About Us/Branches)
<a href="#">South Australia</a>	(from About Us/Branches)
<a href="#">Tasmania</a>	(from About Us/Branches)
<a href="#">Victoria</a>	(from About Us/Branches)
<a href="#">Western Australia</a>	(from About Us/Branches)
<b>[VIEWS]</b>	
<b>HOMEPAGE</b>	
Join ATEM	
Forum (5 recent posts panel)	
Upcoming events panel (5 most recent)	
Job vacancies (5 most recent)	
Branches: ACT   NSW  etc	
Login	

## **Item 5 President's Report**

I have now been President of ATEM since October 2003. In many ways, that seems like only yesterday, but with the changes in the approach and the spirit of ATEM those first few weeks in the role seem to be a long time ago to me now. We have worked hard to address the things we felt we could do better, and they included the need for Council to ensure that all our Branches were more responsive and timely in their replies and input, and for us to all finally develop and agree on a robust system for handling our finances and our financial decisions that was based on a single professional association that we all joined, and with ATEM meeting the varied needs of members and Branches, as a whole association. To do that, as we have discussed over the last year, ATEM needs to boost the Foundation, and get the best returns possible from our combined investments. We set ourselves up to make sure that it is for Council to make the key decisions on the best use of ATEM resources, and just lately, we have done a lot to address issues of contracts, insurance and risk management. We all wanted ATEM to be more professional, and we are on track to do that now.

As I have done each time I have reported to you, I want to just update Council on what we have done and where we are heading, and use that to guide our discussions and deliberations. What we have done is described in the 2005-6 Annual Report. Where we are heading is commented on below.

### **Here We Are Now in August 2006**

- Our partnership with AVCC and in the field of professional development has forged on ahead. There are now a course in Western Australia in the final stages of planning, and one has been held in South Australia. We have learned more about ourselves and AVCC through that process. We have an agreed set of protocols and processes now, with the experience of the NT “pilot course” behind us, and the benefit of further discussions with AVCC. One matter we do have to watch carefully is the implementation of what seems to be an agreed new direction for AVCC, following the release of the report last month. John Mullarvey and I are keeping in regular contact.
- Again this year, I was invited to attend the “AVCC Senior Staff Seminar”, where I get to meet and have discussions with senior management and administrative staff from throughout Australia. This year, in Brisbane, Lucy Schultz (our newly-elected VP) was also at the Seminar, and presenting on student services issues.
- Following the excellent discussions we had in May, we have moved forward again in the area of membership grades, and how we will work with that in the future. We agreed that the award of Fellow would be a matter for Council, through a review group of Council members. Subsequent to setting up that group, the membership of Council itself has changed and we need to look again at that group during this meeting. The on-line application system is working well, and is a good step forward.
- The Secretariat, VP Richard Easter and Treasurer Neil Voyce have all done excellent work in putting all of ATEM onto one electronic finance system, and that has allowed us all to have greater certainty around the figures and the trends, and allowed Peter Scardoni to do his key job with the tools he needs. I should add that many of the past tensions between ATEM Inc. and the Branches have been about money. It is a great credit to Peter Scardoni that, through his patient and steady intervention, these tensions now seem to be in the past. He has created trust, and that is never an easy job.
- A review of the website and how best to make that a major tool for ATEM is underway, and will be completed in 2006.

- The ATEM *Journal of Higher Education Policy and Management* continues to grow in stature. It is now attracting articles from around the world and has a rejection rate of submissions of 60% - a sign of a healthy refereed international journal. It has now passed the million word mark since it began in 1979 and all million words are being digitised for accessing through the ATEM web site.
- The Annual TEM Conference with our TEFMA partners is now professionally-managed by our PCO and is continuing to attract major sponsorship. The value of the TEM Conference is now being recognised throughout the tertiary sectors.
- The Foundation has been active and has developed and implemented a sound investment strategy for funds and donations received. Several Branches have now invested in the Foundation. We are pleased to confirm the agreement of Mr Ian Marshman, Senior Vice Principal of the University of Melbourne to join the Foundation Board of Directors.

It is a real privilege to continue to serve as President of ATEM. It is especially so in this anniversary year and I look forward to welcoming our previous Presidents to the celebrations as part of the TEM Conference 2006.



Tom Gregg  
ATEM President

**Item 6.2 New Membership Types (Feedback)**

**Victoria**

The Vic Branch considered the document and concluded that a number of the ideas are already being undertaken by different branches. However, there are two ideas which are not being undertaken:

1. Industry/team membership

As regards the 'team membership', it was felt that whilst there was some merit in exploring this, there would be some issues. Part of the proposal was that if you are part of a 'team membership' then one person at a time can attend ATEM PD etc at the member rate. The issue here is - what if more than one wants to attend? How is one person and not the other precluded from utilising the member rate. What happens for conferences where it is often the case that more than one person from one 'team' wants to attend? How would the person who missed out and who has paid money to ATEM to be a part of it feel about this?

Also - as regards the Student membership, it was agreed that this area is not a priority at present.

After discussion, it was suggested that the NSW Branch may like to pilot the proposals and report back on outcomes in 1 year.

Joanne Austin  
Branch President

**Western Australia**

I have spoken with Chris Jeffery in the absence of Linda and others. Both Chris and I agree that this may be useful in attracting membership but we will need to make sure it doesn't devalue the individual membership in anyway. Things like... individuals will need to maintain their individual membership in order to obtain/keep higher membership levels; or apply for ATEM Grants. There must be some agreed limitations on the benefits provided to groups as opposed to individuals (not necessarily large but something eg. smaller discounts??), we expect both at an Association and Branch level. We will need to work through these and agree them.

Other than that we don't see any significant barriers to giving it a go perhaps on a trial basis.

Cheers

Chris Pepper  
Councillor at Large

### **6.3 Percentage of ATEM Members in Australian Universities**

The Secretariat has referred the table below to a sub-committee of HR Directors from the Group of Eight Universities for discussion. We thank Ian Dobson for assisting with the statistical analysis. The Average rate is 3.1 % membership of ATEM in Australia. A similar analysis should be achievable in New Zealand. For noting.

#### **ATEM % Membership of Institutions 2004**

	<b>Members &gt;</b>	<b>Total Gen Staff#</b>	<b>Per Cent</b>
Charles Darwin	38	183	20.8
Swinburne University of Tech.	44	483	9.1
University of Notre Dame Australia	10	110	9.1
University of Tasmania	76	871	8.7
Flinders University	49	762	6.4
Australian Maritime College	7	110	6.4
Deakin University	75	1264	5.9
Australian Defence Force Academy	11	186	5.9
University of South Australia	60	1186	5.1
Edith Cowan University	43	965	4.5
Victoria University of Tech.	30	677	4.4
University of Ballarat	12	275	4.4
La Trobe University	51	1244	4.1
Australian Catholic University	19	468	4.1
University of the Sunshine Coast	8	198	4.0
Monash University	100	2669	3.7
University of New England	25	726	3.4
University of Melbourne	95	2806	3.4
University of Technology, Sydney	38	1174	3.2
Southern Cross University	13	405	3.2
University of Canberra	15	470	3.2
Murdoch University	21	673	3.1
University of Adelaide	30	964	3.1
Central Qld University	22	749	2.9
Curtin University of Tech.	45	1546	2.9
Macquarie University	23	804	2.9
Australian National University	36	1335	2.7
Charles Sturt University	23	968	2.4
Royal Melbourne Inst. of Tech.	32	1419	2.3
University of Western Sydney	28	1274	2.2
University of Wollongong	15	737	2.0
Qld. University of Technology	33	1807	1.8
Griffith University	28	1544	1.8
University of New South Wales	39	2239	1.7
University of Southern Qld	13	751	1.7
James Cook University	12	763	1.6
University of Newcastle	18	1288	1.4
University of Sydney	39	2892	1.3
University of Queensland	31	2548	1.2
University of Western Aust.	14	1402	1.0
Bond	3		

Total Average ATEM Membership	1324	42935	3.1
Group of Eight Universities	364	15515	2.3

> Source: ATEM Membership Records

#Source: DEST 2005. Selected Higher Education Staff Statistics 2004, Table 8

Available at: [http://www.dest.gov.au/sectors/higher\\_education/publications\\_resources/statistics/publications\\_higher\\_education\\_statistics\\_collections.htm#staffpubs](http://www.dest.gov.au/sectors/higher_education/publications_resources/statistics/publications_higher_education_statistics_collections.htm#staffpubs)

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

A progress report is below. **Those yet to renew are highlighted in yellow.**

Month Renewal Due	CORPORATE RENEWALS 2006	E- mailed	Renewed
January	<b>*Queensland Office of Higher Ed</b>	<b>NEW</b>	x
	Central Queensland University	6-Dec	x
	Edith Cowan	6-Dec	x
	James Cook	6-Dec	x
	Manukau Institute of Technology	6-Dec	x
	Monash University	6-Dec	x
	University of Canberra	6-Dec	x
	University of Tasmania	6-Dec	x
February	Assoc of Uni Administrators	6-Dec	x
	Australian Catholic University	6-Dec	x
	Australian Maritime College	6-Dec	x
	Christchurch College of Education	6-Dec	x
	LaTrobe University	6-Dec	x
	NZ Ministry of Education	6-Dec	x
	Otago Polytechnic	6-Dec	x
	University of Canterbury	6-Dec	x
	University of Melbourne	6-Dec	x
	University of New England	6-Dec	x
	University of New South Wales	6-Dec	x
	University of South Australia	6-Dec	x
	University of Sydney	6-Dec	x
	University of Wollongong	6-Dec	x
	Whitecliffe College of Arts & Design	6-Dec	x
	Australian National University	25-Feb	x
	AVCC	25-Feb	x
	Charles Darwin University	25-Feb	x
	Christchurch Polytechnic Inst of T	25-Feb	x
	Deakin University	25-Feb	x
Massey University	25-Feb	x	
March	Curtin University of Technology	25-Mar	x
	Murdoch University	26-Feb	x
	<b>Nelson Marlborough Inst of T</b>	25-Feb	
	Queensland Univ of Technology	25-Feb	x
	Swinburne Univ of Technology	25-Feb	x
	UNITEC New Zealand	25-Feb	x
	University of Technology, Sydney	25-Feb	x
University of the Sunshine Coast	25-Feb	x	

	<b>University of Waikato</b>	<b>25-Feb</b>	<b>NO</b>
	University of Western Australia	25-Mar	x
	University of Western Sydney	25-Feb	x
	Victoria University	25-Mar	x
	Victoria University of Wellington	25-Mar	x
	WA Dept of Education and Training	25-Feb	x
	Western Instit of Tech at Taranaki	25-Mar	x
April	AACRO	25-Mar	x
	Bay of Plenty Polytechnic	25-Mar	x
	Flinders University	25-Mar	x
	Higher Ed Systems	25-Mar	x
	University of Newcastle	25-Mar	x
	University of Otago	25-Mar	x
	University of Queensland	25-Mar	x
	University of Southern Queensland	25-Mar	x
May	Auckland University of Technology	1-Jun	x
	<b>Charles Sturt University</b>	1-Jun	
	<b>*LaTrobe Univ Schl of Business</b>	<b>NEW</b>	x
	Lincoln University	1-Jun	x
	Macquarie University	1-Jun	x
	NZ Tertiary Education Commission	1-Jun	x
	RMIT University	1-Jun	x
	Southern Cross University	1-Jun	x
	UAC (NSW & ACT)	1-Jun	x
June	University College (ADFA)	1-Jun	x
	University of Adelaide	1-Jun	x
	<b>University of Ballarat</b>	<b>NEW</b>	
July	University of Notre Dame	1 Jul	x

**SUMMARY**

Renewed 2006	64
Did not renew	1
Not yet due to renew	0
Undecided	2
New	3
<b>TOTAL CORP MEMBERS</b>	<b>69</b>

**DO NOT WISH TO JOIN**

Griffith  
Auckland

**NOT RENEWING**

Waikato University

**NEW**

Qld Office of Higher Education  
LaTrobe Univ School of Business  
University of Ballarat

## Item 8.2 Report from the Editors of the ATEM Journal

*Report to ATEM Council, August 2006***Introduction**

The Journal continues to attract papers from all over the world. Efforts to induce more ATEM member contributions continue.

**Journal dealings****Financial:**

The bank statement as at the end of June 2006 shows a balance of approximately \$4,000. Audited reports for the Year Ended 30 April 2006 were forwarded to the Secretariat earlier this 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 and bound editions 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 continues to maintain cordial relations with the publisher's representatives. To date, the editors have met the publisher's deadlines for copy, proofs etc. At least one of the editors attends the publisher's annual February business meeting in Melbourne. The publisher also welcomes the attendance of ATEM officers, and this year President Tom Gregg attended the Melbourne session, and Giles Pickford attended the Sydney meeting.

The publisher actively promotes the Journal at conferences and via mail outs and leaflets.

**Thompson ISI:**

In September 2005, Editor Dobson wrote to the ISI, requesting inclusion of the Journal in its citations. The process requires that three consecutive issues be forwarded to them, and completion of a questionnaire. The third issue was sent earlier this year, but to date we have not heard back. The journal inclusion rate is around 20 per cent, so acceptance is a feather in the cap of any journal.

**Editorial Board membership**

The Editorial Board for 2006 is as follows:

Ronald Barnett	University of London, UK
Maree Conway	Victoria University, 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, Australia

Lars Nikklason	Uppsala University, Sweden
Mike Shattock	University of Warwick, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans J.J.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. The editors received 85 papers for consideration during 2005, of which 23 were published. The Journal's rejection rate, therefore, was 73 per cent in 2005. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality. ATEM's UK-based sister organisation AUA publishes its journal, *Perspectives*...four times a year receives fewer papers, although these are predominantly 'practitioner' in nature, and has a much lower rate of rejection.

### **Editor Workload**

The work load on the editors continues to be 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. Although there have been a few occasions where submitted material has "slipped between the cracks", the most usual reason for delays is the failure of reviewers to deal with material in a timely manner.

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. On occasion, therefore, editorial time might be spent on papers which do not ultimately get into print. 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. Material from the United States is of variable quality, and material from Eastern Europe, the Middle East and Asia is frequently very poorly written. 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. In terms of where papers come from, in 2005 about 45 per cent of papers were from Australasia, with the USA, the UK/Europe and Africa/Asia/Middle East providing about 20 per cent, 20 per cent and 15 per cent, respectively.

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. Published authors are also advised that the editors presume that they become willing (and timely) reviewers, for other material submitted.

Another issue of which Council is probably already aware, but which ought to be borne in mind, is that editing a scholarly journal is not perceived by senior university management as being an activity in which members of the general staff should engage. Therefore, all work undertaken by the editors, both now and in the past, occurs in the editors' own time. Council currently provides each editor with an honorarium of \$500 per issue. In light of the passage of time since this figure was struck (2000), and the considerable increase in work load, the editors have written to the Secretariat, seeking advice as to securing an increase in the honorarium, to \$750 per issue. (*Note from Secretariat: Provision has been made in the budget for this increase*).

**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 editors recently revised the Journal's *Notes for Contributors*, including an expansion of these, in order to clarify the ways in which would-be authors should submit their work. These *Notes* will be written into a document which exactly matches the formats required for submission, and will be sent to authors of non-complying submissions, and will be made available for down loading through the publisher's web site. Mr Giles Pickford, ATEM Secretariat provided useful input to the final version of the *Notes*. A new volume is always the best time to bring in changes, so the new *Notes* will be 'launched' in issue 1, 2007.

The publisher has written to all its editors suggesting that a plagiarism disclaimer be included in Routledge journals. This message will also appear from next year, and will be incorporated into *Notes for Contributors*.

The likely Table of Contents page for the November 2006 issue is attached.

Ian R Dobson  
Angel J Calderon  
Editors

**Journal of Higher Education Policy and Management**  
**Volume 28 Number 3 November 2006**

**Letter from the Editors**

*Ian R Dobson & Angel J Calderon*

**Articles**

Australian university technology transfer Managers: backgrounds, work roles, specialist skills and perceptions

*Grant Harman*

An Examination of the different potentials of academic subjects and instruments to generate "third stream" funding

*Jim Pilbeam*

A knowledge-based economy landscape: implications for tertiary education and research training

*Heather Davis, Terry Evans and Christopher Hickey*

Tuition policies in a comparative perspective: theoretical and political rationales

*Pamela Marucci and Bruce Johnstone*

Performance based funding as an instrument of competition in German higher education

*Dominic Orr*

Changing the system of student support in Norway: were policy goals met?

*Vibeke Opheim*

The national funding of doctoral training – Warnings from the English experience

*Stuart Powell and Howard Green*

Tensions between evaluation and communication practices

*Grit Laudel and Jochen Glaser*

**Book Reviews**

**Item 8.5 FMAC****AGENDA**

There will be a meeting of FMAC on 27 August 2006 at 10.00 am, in Room 5/6, Level 1, Sydney Hilton Hotel.

**Members**

Richard Easter (Chair)  
 Tom Gregg (Acting Chair)  
 Neil Voyce (ATEM Treasurer)  
 Lucy Schulz  
 Jeff Long  
 Peter Scardoni  
 Giles Pickford (Secretary)

**1. Apologies**

Apologies have been received from VP Richard Easter and Jeff Long

**2. Minutes**

The Minutes of the meeting held on 18 May 2006 are attached. **Pages 3-4**

**3. Record of Council Resolutions on FMAC issues**

Council's May 2006 resolutions on FAMC recommendations are recorded below.

**RESOLVED 7/06**

- (a) That it be noted that ATEM is now covered by CGU for all necessary insurances: Professional Indemnity Cover, Association Reimbursement Insurance, Association Entity Insurance, Employment Practices Cover, Fidelity Insurance Cover and Taxation Investigation Cover.
- (b) That the remaining Branches complete their three year rolling budgets by 30 June, and that Peter Scardoni assist the WA Branch to meet this deadline as its Treasurer is on extended sick leave.
- (c) That Branch Presidents determine on contributing a sum of money to the ATEM Development Fund and that the first call on the fund be the payment for creation of the Victorian Branch web-based events management facility including e-commerce. The facility is now available to all Branches.
- (d) That Moore Stephens be instructed to take advantage of the ATO Amnesty for educational institutions and establish ATEM as a self declared educational institution for tax purposes. The Amnesty closes on 1 July.
- (e) That Peter Scardoni is congratulated on the introduction of the single accounting system for ATEM and that he and the Treasurer write a users manual for the system.
- (f) That it is noted that Tasmania is considering handing over its accounting activity to Peter Scardoni, that WA may also do this, and that it is agreed that this bureau service be drawn to the attention of all Branch Presidents so that they can discuss adopting this practice with their Branch Committees.
- (g) That an Investment Policy be created for ATEM's investments and the ATEM Foundation.

**4. Business Arising from FMAC Minutes****4.1 Compliance Spreadsheet**

The updated compliance spreadsheet has been e-mailed separately.

**4.2 Three-Year Rolling Budgets**

Peter Scardoni will report. The 3-year consolidated rolling budget has been e-mailed separately

**4.3 ATEM Development Fund**

Council's resolution is recorded in 3(c) above. At this stage no contributions have been made. But the following funds have been promised: Victoria \$6,000, Tasmania \$5,000 and South Australia \$5,000.

**4.4 ATEM Tax Issues**

Peter Scardoni will report on a Teleconference with Moore Stephens held on 31 July 2006.

**4.5 The Single Accounting System**

Peter Scardoni will report on progress and demonstrate the system on his computer.

**4.6 Investment Policy for ATEM Inc. and the ATEM Foundation**

Investments have been made for the ATEM Foundation. The decision was made to invest in diversified equities with a reasonable yield and good growth prospects. It was decided that this was the best investment to make for an endowment with a ten year investment horizon, where the capital is to be protected, and only interest disbursed.

We will need a different policy for the ATEM Development Fund which has a shorter investment horizon as capital may need to be spent. A recommendation on an investment is attached. [Page 5](#)

**5. Other Business**

**5.1 Formula for Council Contribution**

Jeff Long wished to discuss the formula for calculating the Council Contribution.

**6. Next Meeting**

Distribution:  
Richard Easter  
Neil Voyce  
Lucy Schulz  
Jeff Long  
Peter Scardoni  
Tom Gregg

*GP 27/7/06*

**ATEM Financial Management Advisory Committee (FMAC)****MINUTES**

Minutes of a meeting of FMAC held on 18 May 2006 at 4.00 pm, in the Stanner Room, University House ANU

**PRESENT:** VP Richard Easther (Chair), Neil Voyce Association Treasurer, BP Lucy Schulz, Peter Scardoni, Giles Pickford (Secretary)

**1. Apologies**

Apologies were received from Jeff Long

**2. Minutes**

The Minutes of the meeting held on 27 September 2005 were confirmed.

**3. Business Arising from FMAC Minutes****3.1 Compliance Spreadsheet**

The updated Compliance Spreadsheet was noted.

**3.2 Insurances**

Richard Easther reported that ATEM was now covered for the following insurances with CGU: Professional Indemnity Cover, Association Reimbursement Insurance, Association Entity Insurance, Employment Practices Cover, Fidelity Insurance Cover and Taxation Investigation Cover. The Committee noted that these covers have significantly reduced risk for ATEM.

**4. Business Arising from Council Minutes****4.1 Three-Year Rolling Budgets**

A report on the Council Budget was noted and endorsed subject to some amendments. The Branch Budgets for NSW, NT and NZ were noted (any others Peter?) and Peter Scardoni was asked to ensure that all budgets are to hand by 30 June 2006, and a consolidated ATEM budget prepared for the next FMAC and Council meetings

There was some discussion of future deficits shown for some Branches.

**4.2 ATEM Development Fund**

FMAC agreed to recommend to Council that the cost of the Victorian Branch E-Commerce and Conference Web Site be regarded as a development project and paid for through the ATEM Development Fund, for the reason that this new facility can now be rolled out across all Branches.

It also agreed to recommend to Council that Branches be urged to make contributions to the Fund, noting that the Tasmania Branch had agreed to contribute \$5,000 to the fund in 2006, that the Victorian Branch would contribute \$6,100 and that the SA Branch had agreed in principle to make a contribution.

#### **4.3 ATEM Tax Issues**

FMAC agreed that Moore Stephens should be instructed to take advantage of the ATO Amnesty for educational institutions and establish ATEM as a self declared educational institution for tax purposes. The Amnesty closes on 1 July.

#### **4.4 The Single Accounting System**

Peter Scardoni reported that the whole of Council's accounts are now keyed into the new accounting system. He also reported that he had visited NT and Victoria and would shortly visit Queensland and NSW to roll out the new system. He stated that there was still some development work to do in securing the system against unintended error and that some fences need to be built around Council and the various Branches accounts to avoid these errors.

Peter was congratulated on this initiative which will significantly improve our systems and reduce risk brought about by the turnover of Treasurers and their occasional unavoidable absences.

#### **4.6 Investment Policy for ATEM Inc. and the ATEM Foundation**

FMAC discussed a model for an investment policy for ATEM including the ATEM Development Fund, ATEM Pooled Investments and the ATEM Foundation. It was agreed that the model was acceptable and that it should be recommended to Council.

### **5. Next Meeting**

Distribution:  
Richard Easter  
Neil Voyce  
Lucy Schulz  
Jeff Long  
Peter Scardoni  
Tom Gregg

*GP 23/5/05*

**Item 4.6 Investment Policy for ATEM Development Fund**

The aim for investments for the ATEM Development Fund should be to aim for high yielding stock with no prospects for growth or loss.

My recommendation is Halcyon Notes (Ticker Code HLCHA). Halcyon Securities is a capital guaranteed listed security in which the capital is underwritten by the Westpac Bank. The current yield is 9.59%, paid quarterly.

However, there is a risk. If there is a 'credit event' in an overseas company in which Halcyon invests, then there is a step down of 25% of the dividend. Therefore, if there are 4 credit events, there are no dividends.

A credit event is defined as a situation where one of the companies in the Halcyon Portfolio of 46 overseas blue chip companies:

- (a) Experiences bankruptcy;
- (b) Fails to pay \$US1 million of more of its obligations as they fall due; or
- (c) Undertakes restructuring of \$US10 million or more of its obligations.

I have held Halcyon Notes now for four years without there ever being a credit event.

The Prospectus will be available at the meeting.

Giles Pickford  
ATEM Secretariat  
1 August 2006



## ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC

### ANNUAL REPORT 2005-2006

#### 1. INTRODUCTION

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

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

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

I said last year that I was “also very pleased to have been a small part in the way that the ATEM Council worked together to come up with a plan and structure for the financing of ATEM

activities through ATEM, its Branches and by refocusing the Foundation”, and I talked then of “a generally healthy tension between the needs of ATEM itself and the needs and efforts of the Branches”. That has proved to be the case, in that the tensions I mentioned a year ago have become the catalyst for good and healthy debate among those who are developing the new financial structure, and have pushed this development on so well in the past year. There have been changes in the Branches in a lot of places, and yet the new teams have come strongly in behind the Council decisions and have accelerated the changes needed to realize the vision we all now share. The Financial Management Advisory Committee will implement the decisions made through the May 2006 meeting of Council in Canberra. This will ensure that the decisions of Council that ATEM Inc is a single professional association and that our structures and financing will support that fact, are cemented in place for Council and the Branches.

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

1. The first was to develop the relationship with AVCC through the strong support ATEM now enjoys from John Mullarvey, the Executive Director of AVCC. I was fortunate to again be invited to be a full member of the Senior Staff Seminar in 2005, in Perth, and to have a chance to work alongside senior colleagues from Australia. That link will continue to be strong.
2. The second was to give that relationship some tangible form through the introduction of the joint AVCC/ATEM courses. The first of those was a very successful pilot course in Darwin, managed by Susan Scott from AVCC, supported by Margie Cole as the ATEM “leader” of this process, and supported locally by excellent work from the revitalized NT Branch. We now have a formal agreement with AVCC around the relationship, the joint courses, and the statement of support from AVCC on our own ATEM courses, and planning is underway for the next round of courses (Western Australia and South Australia).
3. The third was the introduction and implementation of the new membership levels and the PD requirements around those membership levels. This has been a great step forward for ATEM and the profession, and will now develop quickly and be accepted by members as good for their own development.

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

Kind regards

**Tom Gregg**  
President, ATEM Inc.

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

## 2. 2005-2006 PRIORITIES

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

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

<b>KNOWLEDGE DISSEMINATION</b>		
<b><i>Priorities</i></b>	<b><i>Outcome</i></b>	<b><i>Benefit to ATEM Members</i></b>
7. Continue to publish <i>ATEM Matters</i> and <i>Weekend Update</i> as the primary means of communications to members.	The Members' Survey has found excellent acceptance of these media.	A ready and convenient source of information.
8. Continue and develop the use of a single PCO in the effective coordination of the key TEM Conference each year, including sponsorship.	Leishmann Associates appointed as PCO for 2006, 2007, and 2008 TEM Conferences.	Learnings from one conference inform the next, improving the standard of conference organisation and controlling costs.
9. Maintain the archival record of TEM Conference Papers using the Pandora Archive of the National Library of Australia.	All papers from each Conference since 1999 are maintained in the Pandora Archive of the National Library	A convenient and searchable source of information for members
10. Assist the Branches in the details of TEM Conference organisation when requested.	The ATEM Secretariat and the PCO provide all conference organisers with the comprehensive ATEM Conference Manual	See 8 above
11. Establish and develop links with like organisations internationally, and related organisations in Australasia.	See 6 above	See 6 Above
12. Focus the <i>Journal of Higher Education Policy and Management</i> on the intellectual context for TEM, combined with practical application of that	The Journal has published over 1 million words since inception since 1979. It is planned to digitise this database and provide access to it via the ATEM Web Site.	Members will be able to search this immense source of knowledge about TEM.

knowledge.		
13. Make <i>Good Practice Guides</i> available to members as a benefit of membership.	There are currently five editions of the Good Practice Guides available on sale from the ATEM Secretariat	Members can purchase the Guides and improve their knowledge of best practice.
14. Continue to develop and manage a web-based information resource on professional development activities across the organisation.	All ATEM courses are currently kept on the web and updated regularly	Members have a ready source of information about opportunities in professional development.
15. Make submissions to relevant working parties and inquiries in Australia and New Zealand as appropriate.	No Submissions were made in 2005-6	-
15. Facilitate member interaction at Education and Training sessions, conferences and online forums.	ATEM offers a multitude of ways of interacting with colleagues, either face to face or over the web.	Allows exchange of best practice.
16. Develop and enhance the partnership now signed with AVCC to increase and strengthen that relationship through the joint provision of professional development opportunities for members.	One course was run successfully in Darwin. Others are planned for Perth and Adelaide	Through our partnership with the AVCC, ATEM is bringing quality professional development to areas where access to these courses is often difficult.

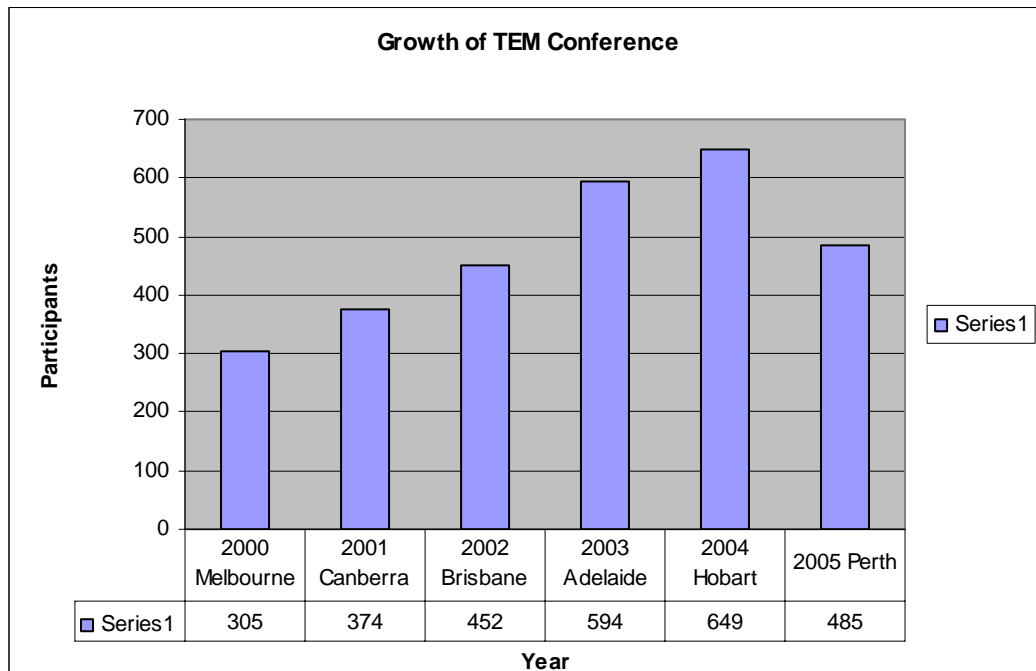
#### **KNOWLEDGE APPLICATION**

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

Training activities, both as learners and teachers.	presentations	
22. Implement the updated ATEM Awards to reflect contributions by members to the development of the profession and improvements in professional practice.	The Awards have been successfully implemented	See 19 above

**The TEM Conference**

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



The 2005 Conference topics were Exploring Future Worlds: A Scenario Planning Workshop; Work/Life Balance; Equal Access - A Hands on approach to understanding the real issues; and Understanding Innovation.

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

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

**Major Sponsor:** Australia Post

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

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

The social program was excellent.

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

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

### **ATEM Matters**

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

### **Good Practice Guides**

The Association continued to purchase the 'Good Practice Guides' produced by the Association of University Administrators (United Kingdom and Ireland). These are on-sold to members at the TEM Conference and to Branches. Guides on sale at the time of writing include: "Milestones Along the Critical Path: project management in higher education", "Can I Quote You on That: a guide to working with the media", "Just A Minute: a guide for committee secretaries", "Supporting Research: from proposal to publication" and "Managing Change: a guide for those working in higher education".

## **3. ATEM WEB SITE**

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

<b>2005-6</b>	<b>2004-5</b>	<b>% Gain</b>
228,424 visitor sessions	156,130 visitor sessions	46%
938,258 page views	583,301 page views	61%
4,594,721 hits	3,582,419 hits	91.71 28%

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

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

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

## **4. ALLIANCES**

*International*

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

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

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

*Local*

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

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

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

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

**5. ATEM AWARDS**

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

Honorary Fellow	Grant Harman, NSW Branch
President's Award	Hilary Langford, Qld Branch
Meritorious Service Awards	Chris Jeffery, WA Branch
	Neil Voyce, NZ Branch
Certificate of Appreciation	Patricia Berry, SA Branch
	Alister Richards, SA Branch
Peter Karmel International Travel Grant	Anne Walker, NZ Branch
Maurie Blank Study Scholarship	Julie McFarland, Victorian Branch

**6. MEMBERSHIP**

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

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

The final stage was completed with the implementation by the Branches of the Membership Coordinators project. By 30 April 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 since it began, as can be seen below.

### Membership Statistics

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

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

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

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

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

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

BRANCH	STUDENT	ASSOCIATE FELLOW	FELLOW
ACT	1		
NSW		5	1
NT			
NZ		5	15
Qld		2	3
SA		0	6
Tas		2	0
Vic		3	4

WA	1	3	7
Total	2	20	36

## 7. THE ATEM FOUNDATION

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

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

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

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

The Foundation will endow the Maurie Blank Study Scholarship and the Peter Karmel International Travel Grant so that they can be offered in bad years regardless. The Foundation's future growth is tied to the size of ATEM. As with so many other things to do with money, we need to get bigger in order to get better.

The current Board of the ATEM Foundation is:

Richard Easther (Chair) (Tas)

Tom Gregg (NZ)

Neil Voyce (NZ)

Margie Cole (QLD)

Peter Scardoni (Company Secretary) (ACT)

## 8. THE EMERITUS CHAPTER

*Report from Colin Plowman, Convenor of The Emeriti*

In hard dollar terms our support has been as follows:

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

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

## 9. VISITS BY THE ATEM SECRETARIAT

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

- The South Australian Branch Conference in July 2005

Peter Scardoni visited:

- The NT Branch in January 2006

- The Qld Branch Conference in May 2006

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

## 10. PROFESSIONAL DEVELOPMENT AND RELATED ACTIVITIES

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

### 10.1 ACT Branch

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

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

### 10.2 New South Wales Branch

<b>Date</b> <b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
13 May 2005 Universities Admission Centre/Independent Commission Against Corruption	UAC/ICAC – Co-ordinated by David Donnelly (Uni of Newcastle)	1 day	32
3 June 2005 School Administrators Forum	Professor Stephen Marshall (Macquarie Uni), Tony Heywood (Campion College), Sandra Meiras (UTS)	Half day	23
3 June 2005 Leadership	Kay Hemsall (UNE)	Half day	18
17 June 2005 Privacy/FOI	Tim Robinson/Anne Picot (Uni of Sydney)	Half day	9
29 July 2005		1 day	47

NSW Branch Conference			
19 October 2005 Legal Issues facing Administrators	Dr Greg Tillett (UWS)	Half day	12
2 December 2005 Legal Issues facing Administrators	Dr Greg Tillett (UWS)	Half day	44
3 March 2006 23 March 2006 Management of Change	Glenys Rich (UNE)	1 day each	61 15
7 April 2006 Faculty & School Manager's Forum	Professor Peter Booth (UTS), Tony Heywood (Campion College), Brian Glover (UTS), Sandra Meiras (UTS), Kay Hemsall (UNE)	1 day	30

#### **Member support activities**

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

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

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

#### *10.3 Northern Territory Branch*

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

#### **Member support activities**

No support activities due to decline in membership of Executive Committee

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

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

#### *10.4 New Zealand Branch*

<b>Date Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
19 May 2005 Managing Risk, Optimising Opportunity	Anne Walker, Massey Uni Panel from Ministry of Education	Half day	33

<i>30 May 2005</i> Risk Assessment Seminar	Anne Walker, Massey Uni Panel from Ministry of Education	1 day	30
<i>4-5 July 2005</i> Branch Conference	Various	2 days	100
<i>31 August 2005</i> Retention, Completion & Progression in Tertiary Education	David Scott, Snr Research Analyst, Ministry of Education Panel Discussion: Gary Williams, Massey Uni. & John Carlson AUT	Half day	40

### **Member support activities**

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

Anne Walker was recipient of the Peter Karmel Award.

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

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

### **Branch Conference 2005**

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

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

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

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

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

The conference dinner was held at the Christchurch Art Gallery and proved to be a highlight of the conference. The evening was shared with delegates from the Tertiary Education Facilities Management Association (TEFMA) who were having their own conference at the University of Canterbury at the same time. This was provided an additional link between ATEM and TEFMA

members, consistent with the current TEM conference, which is a joint undertaking between ATEM and TEFMA. It is a practice that should certainly be continued where possible.

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

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

### **10.5 Queensland Branch**

<b><i>Date</i></b> <b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
<i>26 May 2005</i> The Australian Institute of Criminology presents: “Identity-related Fraud: A One-day Capacity-building Workshop for Managers and Supervisors in the Tertiary Education Sector”	David Thompsett	1 day	17
<i>27 May 2005</i> The Australian Institute of Criminology presents: “Identity-related Fraud: A One-day Capacity-building Workshop for Managers and Supervisors in the Tertiary Education Sector”	David Thompsett	1 day	7
<i>30 May 2005</i> Enhancing Your Collaboration Skills	Eril McNamara	1 day	7
<i>31 May 2005</i> Cross Cultural Issues for Tertiary Education Staff	Jiri Martinek	1 day	19
<i>29 June – 1 July 2005</i> Towards Middle Management	Eve Ash, Darryl Krook, & Celia Roots, Psychologist	3 days	42
<i>12 July 2006</i> Project Management Delivering Results	Dott Hall	1 day	16
<i>4 August 2005</i> Committee Skills	Ian Wright QUT	1 day	19
<i>9 August 2005</i>	Dr Roslyn Petelin, UQ	1 day	21

Effective Workplace Writing: Creating and maintaining credibility in writing			
6 September 2005 Project Management Delivering Results	Dott Hall	1 day	16
<b>20 September 2005</b> <b><i>Industrial Relations Day</i></b> <b><i>Bullying - can you recognise it? Can you prevent it? and</i></b> <b><i>Intervening Early re</i></b> <b><i>Performance</i></b> <b><i>Management</i></b>	Michelle Moynihan  Representatives from the Employee Relations Team, Human Resources	1 day or 2 half days	10 morning session 15 afternoon session
17 October 2005 Introduction to Cross-cultural Communication	Leonie Elphistone	Half day	20
21 October 2005 Personal Development Workshop for Women 2	Michelle Moynihan	1 day	25
26-28 October 2005 Expanding Your Influence	Hilary Langford	3 days	19

<i>16 November 2005</i> Leading Teams	Joe Howman (Whitehead Miller)	1 day	23
<i>24 November 2005</i> Strategic Cost Management	Geoff Young, Manager, Financial Policies and Projects	Half day	14
<i>7 March 2006</i> Introduction to Budgeting and Accounting	Mark Christensen Sen. Lect QUT	Half day	12
<i>17 March 2006</i> Personal Development for Women	Michelle Moynihan	Half day	15
<i>24 March 2006</i> Marketing Education	Dr Stephen Holmes	1 day	16

### **Member support activities**

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

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

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

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

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

In October 2005 the Executive Committee held a strategic planning meeting with Cathy Sinclair, a Director of the Consultancy Bureau (based in Brisbane). The team generated a plan covering a number of key areas such as increasing membership, improving Branch communications with members, the shape of the professional development program, and networking within Queensland.

A survey of members was conducted in early 2006.

#### *10.6 South Australian Branch*

<b><i>Date</i></b> <b><i>Name of Activity</i></b>	<b><i>Presenter</i></b>	<b><i>Duration</i></b>	<b><i>Number Attended</i></b>
<i>29 June 2005</i> Higher Education Workplace Reforms,	Professor Andrew Stewart Flinders University	90 minutes	50
<i>13 July 2005</i> SA Branch Conference	various	Full day	45
<i>3 November 2005</i> Students as Consumers in a Litigious World	various	Half day	50

21 February 2006 Personal Reflections and Political Analysis (and 2006 PD Program Launch),	Senator Natasha Stott Despoja	90 minutes	35
5 April 2006 Investing in your Future	various	75	30

#### **Member support activities**

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

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

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

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

#### *10.7 Tasmanian Branch*

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

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

**Member support activities**

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

10.8 *Victorian Branch*

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

<i>22 July 2005</i> Resume Writing and Interview Skills – your Career – MMP seminar	Di Rachinger	Half day	8
<i>26 July 2005</i> Positive Leadership	Proteus	1 day	23
<i>9 August 2005</i> Customer Service Across Cultures	Fiona Price	Half day	22
<i>9 August 2005</i> Working with Asian Names	Fiona Price	Half day	22
<i>16 August 2005</i> Team Building with MBTI	Maddy McMaster	Half day	9
<i>6 September 2005</i> Minute Taking 1	Trudi Larder	Half day	17
<i>13 September 2005</i> Emotional Intelligence	Julie Warnock	1 day	26
<i>28 September 2005</i> Understanding and Managing People	Proteus	Half day	31
<i>10 October 2005</i> Building and Leading High Performance Teams	Adam Le Good	1 day	17
<i>20 October 2005</i> Giving Excellent Customer Service	Adam Le Good	1 day	23
<i>28 October 2005</i> Events Management	Joel Martin and Raylyn Christou	1 day	25
<i>8 November 2005</i> Minute Taking 1	Trudi Larder	Half day	25
<i>10 November 2005</i> Resume Writing and Interview Skills	Di Rachinger	Half day	10
<i>17 November 2005</i> Emotional Intelligence Part 2 – The Next Step	Julie Warnock	1 day	13
<i>1 March 2006</i> Leading and Managing Workplace Diversity	Tom Verghese	Half day	12
<i>8 March 2006</i> Straddling Academia and Administration	Jaquie Watt Maddy McMaster Panel	Half day	unknown
<i>10 March 2006</i> Minute Taking 1	Trudi Larder	Half day	24
<i>16 March 2006</i> Marketing for Non- marketers	Joel Martin	1 day	27
<i>22 March 2006</i>	Joel Martin	1 day	20

Marketing for Non-marketers			
23 March 2006 Giving Excellent Customer Service	June Dunlevey	1 day	30
27 March 2006 Managing Up	Proteus	1 day	24
4 April 2006 Introduction to Tertiary Education	Anne Stewart Gerard Toohey Toni Kilsby Michael Elliott Angela Burroughs	1 day	30
6 April 2006 Presenting with Confidence	Adam Le Good	1 day	13
10 April 2006 Diplomacy, Influencing & Persuasion	Jacque Wise	1 day	23
21 April 2006 Minute Taking 1	Trudi Larder	Half day	21
24 April 2006 Diplomacy, Influencing & Persuasion	Jacque Wise	1 day	19
26 April 2006 Managing Performance – A Partnership	Jen Scantlebury	1 day	23

### Member support activities

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

### Institutional Coordinators and other major branch activities

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

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

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

#### 10.9 Western Australian Branch

<i>Date</i> <b>Name of Activity</b>	<b>Presenter</b>	<b>Duration</b>	<b>Number Attended</b>
17 May 2005 Issues in Higher Education Support	Andrew Crevald Edith Cowan University	2 hours	40
26 May 2005 The TAFE – University Interface	Peter Lee Curtin University of Tech	1.5 hours	24
14 June 2005	Linda McLain, Amber Ford	2 hours	18

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

**Member support activities**

Nil

**Institutional Coordinators and other major branch activities**

The WA Branch has appointed Membership coordinators in all Tertiary Institutions and has developed a “Membership Pack” which is targeted at prospective members. The Membership pack is also presented to all non-members attending ATEM Professional Development Seminars.

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

## 11. FINANCIAL STATEMENTS

Council's Unaudited Financial Statements are attached.

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

At 30 April 2006, the ATEM Council comprised:

**Executive:**

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

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

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

## 13. ENQUIRIES

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

**ATEM SECRETARIAT**

Giles Pickford 0411 186 199

Peter Scardoni 0411 498 462

PO Box 6050, O'Connor ACT 2602, Australia

Phone + 61 2 6125 5300

Fax + 61 2 6125 5262

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

**BALANCE SHEET- Council funds**

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

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

1,081	Corporate Membership Campaign	
5,000	Membership Brochures	
5,247	Badges	2,712
425	Printing/Stationery/Postage/Telephone	1,180
591	Internet Site/Web Hosting	
19,354	Web Site Development and Maintenance	19,336
640	Ecommerce	
3,149	Bank Charges	3,804
1,700	Interest on loan	1,375
1,578	Good Practices Guide	489
	Tax Advice	3,900
	Stamp Duty	378
	Accounting System	9,738
5,000	Reading Lists	
2031	Insurance	5804
400	Audit	432
1,593	Sundry Expenses	1,184
<b>178,807</b>	<b>TOTAL EXPENSES</b>	<b>150,124</b>
3,288	<b>Surplus (Deficit) of Revenue over Expenses</b>	-5,654
38,876	Members Funds as at 30 April 2005	42,164
<b>42164</b>		<b>36,510</b>

**Item 10.3 Report from Bruce McCallum****IQPC Embracing Future Demands In Higher Education Through Strategic Planning and Integrated Marketing****Bruce McCallum**

Associate Director, QUT Student Business Services  
&  
Vice-President, Queensland Branch

The ATEM Awards and Grants Committee selected me to attend this IQPC conference on a complimentary registration. QUT supported travel and accommodation costs and attendance at a post conference half-day “executive tutorial” How to Improve Internal Communication by Aligning Messages Across the Organisation.

**Conference Organisation etc**

This was my first opportunity to attend an IQPC conference. The on the ground organisation, venue, and resources provided to delegates were inferior to TEM conferences. My two and a half day attendance package had a standard price of \$3,210.90 excluding breakfast and dinner options and accommodation. I regard this as a premium rate, and one on which the organisers did not deliver. A number of delegates were repeat attendees so this may not be typical of previous years.

On this experience, I would question the value of ATEM’s joint-badging with IQPC. There is an obvious financial benefit to a delegate. The organisational aspects though were below the standard which I believe ATEM values and promotes through professional development activities.

**Content etc**

The conference presenters included two VC’s and a PVC and were of strong standing for this level of conference. I found 50% of the presentations interesting and relevant. I felt there was insufficient attention to the conference themes “strategic planning and integrated marketing”: some presentations were too operationally focussed. After discussion with other delegates we considered that certain presenters may not have been adequately briefed on the conference themes. Delegates were provided with a cd of presentations.

The executive tutorial on internal communication was extremely beneficial to my ongoing work at QUT. Barbara Palframan Smith is a polished presenter and facilitator and I would expect her to receive strong positive evaluations from delegates.

The opportunity to network with delegates was extremely valuable, driven by a lively character from “across the ditch” who arranged dinner venues for those interested.

**Related information**

IQPC conference brochure

[http://www.iqpc.co.uk/binary-data/IQPC\\_CONFEVENT/pdf\\_file/9489.pdf](http://www.iqpc.co.uk/binary-data/IQPC_CONFEVENT/pdf_file/9489.pdf)

International Association of Business Communicators

<http://www.iabcnsw.com>

I wish to express my sincere thanks to ATEM for the opportunity to attend this conference.

**Bruce McCallum**

**The Association for Tertiary Education Management Foundation Ltd**  
**ACN 096 513 414**  
**ABN 31 096 513 414**

The 6<sup>th</sup> Annual Meeting of the Board of Directors of the Association for Tertiary Education Management Foundation Ltd will be held at 8.30 am on Sunday 27 August 2006 in Room 5/6, Level 1, Sydney Hilton Hotel.

**DIRECTORS**

Mr Tom Gregg  
 Mr Richard Easter  
 Ms Margie Cole  
 Neil Voyce  
 Mr Peter Scardoni (Company Secretary)

**IN ATTENDANCE**

Giles Pickford, Minutes Secretary

**1 Apologies**

**2 Minutes**

The Minutes of the Board Meeting held on 27 September 2005 are attached. Pages 4-6  
 The Minutes of the 5<sup>th</sup> Annual General Meeting are attached. Pages 7-8  
 The Flying Minute of 8 February 2006 is attached. Pages 9-10

For confirmation.

**3 Business Arising from the Minutes**

**3.1 New Zealand Trust**

Tom Gregg to report

**4 Directors' Report and Annual Accounts**

The Directors Report and the Audited accounts for the period 1 May 2005 to 30 April 2006 are attached. Pages 11-14

**Recommendation:** that the Director's Report and the Audited accounts be submitted to the Annual General Meeting of the Company on 27 August 2006 at 1.00 pm.

**5 Investments**

Investments have been made for the ATEM Foundation. The decision was made, on the recommendation of FMAC, to invest in diversified equities with a reasonable yield and good growth prospects. It was decided that this was the best investment to make for an endowment with a ten year investment horizon, where the capital is to be protected, and only interest disbursed.

**5.1 Investment in CBAPA Units**

On 28 April 2006 the Foundation realised its investment in CBAPA units  
 The cost of the CBAPA units was \$207.47 each plus brokerage, plus GST (recoverable).  
 The total cost was \$50,225.25 of which the GST is recoverable.

The dividends paid on this investment were

6 July 2005	\$689.50	Franking 100%
6 October 2005	\$688.97	Franking 100%.
6 January 2006	\$686.37	Franking 100%
6 April 2006	\$672.49	Franking 100%

The amount realised was \$48,200

## 5.2 Investment in Shares

On 8 June 2006 the Foundation invested in the following equities.

Leighton Holdings (LEI) 1,125 @ \$18.74	\$20,002.08
Stockland Property Trust (SGP) 2.820 @ \$6.65	\$20,027.09
Suncorp Metway (SUN) 1,065 @ \$19.40	<u>\$20,011.23</u>
TOTAL	\$60,040.40

A spreadsheet showing how this investment is growing as compared to a hypothetical investment in two balanced funds will be tabled.

The above investments fall outside the reporting period, but are included here for information.

## 5.3 Contributions Received or Promised

Total donations received by or promised to the Foundation are as follows:

Victorian Branch	\$50,000
NSW Branch	\$5,000
Tasmanian Branch	\$2,500
ATEM Ghosts	<u>\$6,040</u>
Total	\$66,040

## 6. Election of Directors

Recommendation to the AGM:

(a) That the following Directors be reappointed

Richard Easther (Chair)

Tom Gregg

Neil Voyce

Peter Scardoni (Company Secretary)

(b) That the following director be appointed

*To be resolved*

## 7. Appointment of Auditor and Auditor's Remuneration

Recommendation to the AGM: that the Auditor Keith France and Associates be thanked for his pro bono services and re-appointed

Peter Scardoni  
Company Secretary  
20 August 2005

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

**Directors' Report**

I May 2005 to 30 April 2006

**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 \$6,808.40 plus \$49,200.00 from sale of CBAPA units into its endowment bank account.

No funds have yet been disbursed from the endowment.

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.

The Foundation has attained charitable status under the Tax 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: Richard Easter (Chair), Tom Gregg, Neil Voyce, 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 27 September 2005 as follows:

**Minutes**

The Board Report to the 2<sup>nd</sup> Annual General Meeting of the Association on 26 September 2004 and the Minutes of the 2<sup>nd</sup> AGM were confirmed.

**Annual Accounts**

The Board resolved to adopt the audited accounts (see below) for the period 1 May 2004 to 30 April 2005.

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 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 noted generous support from the Victorian Branch (\$50,000) the NSW Branch (\$5,000) and the promised donation from the Tasmanian Branch (\$5,000).

**General Business**

There was no general business.

**Election of Directors**

The Board resolved to recommend to the AGM that four of the present five Board members be re-appointed; that ? be appointed, and that Branch Presidents be informed that there are some places on the Foundation Board for those Branches which make a major contribution to the Foundation endowment.

**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

Richard Easther  
Chair of Directors

Peter Scardoni  
Company Secretary

**Association  
For Tertiary  
Education  
Management  
Foundation  
Inc**

**Financial Statement for the Period 1 May 2005 to 30 April 2006**

<b>30-Apr-05</b>			<b>30-Apr-06</b>
2200		Brought Forward	54543
51200	Add:	Donations to 30 April 2005	6000
490		Sundry Income	591
6		Interest	103
655		Dividend	4191
<u>52351</u>			<u>10885</u>
8	Less:	Govt Tax Project	687

<u>8</u>	Loss on sale of Shares	<u>2025</u> 2712
<b>\$54,543</b>	<b>Balance as at 30 April 2005</b>	<b>\$62,716</b>
	<b>Represented by</b>	
4318	Cash at Bank	61193
	GST Claimable	69
	<b>Future Tax Benefit</b>	1454
50225	Shares at Cost	
<b>\$54,543</b>		<b>\$62,716</b>

**Association  
For Tertiary  
Education  
Management  
Foundation  
Inc**

**Profit and Loss for the Period 1 May 2005 to 30 April 2006**

<b>2005</b>		<b>2006</b>
<b>\$2,200</b>	<b>Balance Bought Forward</b>	<b>54543</b>
	<b>Income</b>	
51200	Donations to 30 April 2006	6000
490	Sundry Income	591
6	Interest	103
655	Dividend	4191
<b>52351</b>	<b>Total Income</b>	<b>10885</b>
	<b>Expenses</b>	
8	Govt Tax	
	Project	687
	Loss on sale of Shares	2025
<b>8</b>	<b>Total Expenses</b>	<b>2712</b>
<b>52343</b>	<b>Operating Profit for the Period 1 May 2005 to 30 April 2006</b>	<b>8173</b>
<b>\$54,543</b>	<b>Accumulated Operating Profit/Loss</b>	<b>62716</b>

**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 2006 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 2006

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

**Disclosure:** The donation of \$50,000 was from the Victorian Branch of ATEM

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 2006 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 2006

KEITH E FRANCE  
Honorary Auditor  
Dated this: