

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

**Council Agenda**

There will be a meeting of the ATEM Council on Sunday 23 September 2007 at 10.00 am in the Mount Ainslie Room, Hyatt Hotel, Canberra.

The meeting will be followed by the TEMC Welcome Reception at 6.00 pm in Old Parliament House which is a short walk east of the Hyatt.

**Delegates**

Tom Gregg	ATEM President
Richard Easther	Vice-President
Lucy Schulz	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Maree Conway	Councillor at Large
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Jennifer Till	President NSW 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
Linda McLain	President WA Branch

**Observers**

Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

**1 Welcome and Apologies**

**2 Starring of Items**

The President will invite members to star or unstar items for discussion. He will then move that all unstarred items be resolved in the affirmative.

**\*3 Minutes**

(a) The Minutes of the meeting held in Canberra on 25 May 2007 at ANU are attached. For confirmation [Pages 3-12](#)

(b) The attached Flying Minute of 18 June 2007 was carried. For information [Page 13](#)

**4 Business Arising from Council Minutes**

**4.1 ATEM Action Sheet**

The ATEM Action Sheet as at 23 September 2007 will be included in Tabled Papers.

**\*4.2 ATEM Web Site**

There will be a discussion about the new web site which will be live before the Council Meeting.

### **\*4.3 UA/ATEM Joint Courses**

C@L Maree Conway will report verbally. For discussion

### **\*4.4 Collaboration with the L H Martin Institute**

A proposal from the L H Martin Institute is attached. C@L Maree Conway will lead the discussion.  
Pages 14-26

### **\*5 President's Report**

The President's Report will be in Tabled Papers.

### **\*6. Report of the ATEM 2010 Implementation Group**

A report by Lucy Schulz on the implementation of Council's decisions of May 2007 is attached. Pages 27-66

### **7. Membership Matters**

#### **\*7.1 Corporate Members Campaign**

A report from the ATM Secretariat is attached. At the last FMAC Meeting Jeff Long requested a session where Council could discuss a greater involvement of the Corporate Members in ATEM affairs. Pages 67-73

### **8. Affiliations**

#### **\*8.1 International Affiliations**

The current allocation of delegates to international conferences is shown below. It is recommended that Councillors should consider a nomination for AAUA and ACHEA in 2008.

<b><u>Affiliate</u></b>	<b><u>ATEM delegate</u></b>	<b><u>Affiliate's Delegate to TEMC</u></b>
ACCRAO March 2007	BP Ali Hughes NZ	N/A
ACCRAO 2008	Lucy Schulz SA	N/A
AUA April 2007	BP Judy Szekeres SA	Maureen Skinner
AUA April 2008	BP Linda McLain	N/A
AAUA June 2007	Joanne Austin	N/A
AAUA June 2008	Vacant	
ACHEA July 2007	Peter Scardoni	N/A
ACHEA 2008	Vacant	

#### **\*8.2 Local Affiliations**

(a) The President will report on discussions with Dr Barry Cameron about closer relations with the Australian Department of Education, Science and Training. The NZ Vice-Chancellors' Committee is in a period of transition. He will open discussions with that organisation after the appointment of its new CEO.

(b) BP Ali Hughes will report on her talks to The Board of the Institutes of Technology and Polytechnics NZ about collaborative projects with ATEM.

## **9 Reports**

### **9.1 Conferences**

#### **9.1.1 2007 TEM Conference**

BP Steve Langley's report will be in tabled papers.

#### **9.1.2 2008 TEM Conference**

Toni Hodge's report on progress is attached. Pages 73-75

#### **9.1.3 2009 TEM Conference**

BP Scott Snyder will give a verbal report.

#### **9.1.4 Future Conferences**

Council noted that future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 16-19 August 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012. **Fiji** has been suggested for 2013 and the President will report verbally on progress.

### **\*9.2 Report of the ATEM Awards and Grants Committee**

9.2.1 The Minutes of the meeting held on 13 August 2007 are attached. These decisions were made under delegated authority. For noting Pages 76-77

9.2.2 Chris Pepper has some interesting ideas to put verbally to Council about the ATEM Awards and Grants.

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

Dr Ian Dobson's report is attached. Pages 78-81

### **\*9.4 Elections 2007**

The Returning Officer has reported that the following elected positions were declared elected on 21 June 2007: President Tom Gregg, Vice-President Chris Pepper, and Treasurer Neil Voyce.

There is vacancy left by Chris Pepper as Councillor at Large. Branch Presidents were circulated with a request for nominations on 2 August 2007. There were two nominations, which will be considered by the Executive Committee on 22 September. The President will report.

### **\*9.5 FMAC**

VP Richard Easter will table a report from a meeting of FMAC to be held on 22 September 2007.

### **\*9.6 Financial Reports**

The audited accounts and other financial documents are attached. Pages 82-90

### **9.7 Report of the ATEM Foundation**

The AGM of the Foundation will be held by teleconference as soon as the Accounts have passed Audit.

### **10 Business Referred by Branches**

There was no business referred by Branches.

### **11 Other Business**

### **12 2008 Meetings Calendar**

The ATEM Secretariat recommends the Meeting Calendar below.

#### **SYDNEY 2007**

Monday 10 December	ATEM Committees
Tuesday 11 December	ATEM Council

#### **CANBERRA 2008**

Tuesday 20 May	ATEM Committees
Wednesday 21 May	ATEM Council
Wednesday 21 May	ATEM AGM Teleconference by Web-Cast

#### **CHRISTCHURCH 2008**

Saturday 27 September	ATEM Committees
Sunday 27 September	ATEM Council
Tuesday 30 September	ATEM Awards Breakfast and Members Forum

#### **MELBOURNE 2008**

Tuesday 2 December	ATEM Committees
Wednesday 3 December	ATEM Council

A more frequent meeting alternative is meetings in March, June, September and December.  
GP 28/8/07

#### **Distribution**

Tom Gregg	ATEM President
Richard Easther	Vice-President
Lucy Schulz	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Maree Conway	Councillor at Large
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Jennifer Till	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

Linda McLain

President WA Branch

Giles Pickford  
Peter Scardoni  
Ian Dobson

ATEM Secretariat  
ATEM Secretariat  
ATEM Journal

DRAFT

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

**Council Minutes**

Minutes of a meeting of the ATEM Council held on Friday 25 May 2007 at 9.00 am in the Common Room, University House, ANU.

**PRESENT**

Tom Gregg	ATEM President
Richard Easther	Vice-President
Lucy Schulz	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Maree Conway	Councillor at Large
Chris Pepper	Councillor at Large
Steve Langley	President ACT Branch
Kay Hempsall	President NSW 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
Linda McLain	President WA Branch

**Observers**

Giles Pickford	ATEM Secretariat
Ian Dobson	ATEM Journal
Jeff Long	NZ Branch Treasurer

**1 Welcome and Apologies**

Apologies have been received from Scott Snyder, NT Branch President and Peter Scardoni, ATEM Secretariat.

Council was informed that Peter was in Perth for the birth of his grand daughter, Amy Suzanne, and that while he was there he was setting up the Single Accounting System for the WA Branch in collaboration with Murray Wackett, the ATEM Ghost who manages that Branch.

**2 Starring of Items**

The President invited members to star or unstar items for discussion. He then moved that all unstarred items be resolved in the affirmative. They were all so resolved.

**\*3 Minutes**

- (a) The Minutes of the meeting held on 27 August in the Hilton Hotel Sydney were confirmed subject to Linda McLain being added to the distribution list.
- (b) The attached Flying Minute of 17 April was noted.

## **4 Business Arising from Council Minutes**

### **4.1 ATEM Action Sheet**

The ATEM Action Sheet was noted. The ATEM Secretariat was requested to check the SA Branch contributions to the Foundation and the ATEM Development Fund as the amounts appeared to be deficient. **ACTION Peter Scardoni**

### **4.2 ATEM Web Site**

Council noted that concept for the new web site had been circulated and approved and that completion is expected in June. It was suggested that we could plan the launch of the new website at the Members forum in September at the TEM conference.

### **\*4.3 UA/ATEM Joint Courses**

C@L Maree Conway reported that because of a problem communicating Universities Australia requirements to Branches it had become too difficult to implement the HEW5-7 program in 2007. It was agreed that Ms Conway should contact Branches to develop a schedule for three years into the future, and that advice should be provided to Universities Australia well before August this year. **ACTION: Branch Presidents, Maree Conway.**

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

Council noted that this work has been subsumed by the ATEM 2010 Group.

### **4.5 Review of Membership Types**

Council noted that this work has been subsumed by the ATEM 2010 Group.

## **5 President's Report**

Council received the President's Report. In speaking to the Report the President added the following three items for discussion.

### **5.1 Collaboration with the L H Martin Institute**

The President reported on conversation with Professor Vin Massaro who is involved in the new \$10 million L H Martin Institute at the University of Melbourne. The DEST-funded Institute will provide training for senior management staff around Australia, and ATEM's involvement was proposed. Council received these proposals positively and authorised the President to take these ideas forward.

### **5.2 The ATEM Emeritus Chapter**

The President reported that the Emeritus Chapter (The ATEM Ghosts) were becoming increasingly important because of its support for the ATEM Foundation. The Chapter is currently the third largest contributor to the Foundation, and with its bequest program, it potentially could be the largest.

Council looked at the Charter for the Emeritus Chapter and noted that the Convenor of Ghosts is elected annually by the members attending the Ghosts' Lunch. It was agreed that the Convenor of Ghosts should become a Council appointment in future.

It was agreed that the Ghosts should be consulted during the 2007 Lunch about changing the Charter so that expressions of interest would be called for the position of Convenor for a five year term; that these expressions of interest be submitted to the ATEM Executive Committee; and that a recommendation for an appointment be submitted to Council in May 2008 and every five years after that.

### **5.3 New Branch in the South Pacific**

The President reported that there was now a strong possibility that a new Branch of ATEM might be formed in the South Pacific, based in Fiji. Council agreed that if this came to pass, that the 2013 TEM Conference be held in Suva, subject to the agreement of TEFMA.

#### **RESOLVED 1/07**

That the President's Report be adopted. **ACTION: ATEM President**

### **6. Report of the ATEM 2010 Group**

VP Lucy Schulz introduced the report of the ATEM 2010 Group. The Report proposed reforms to ATEM which will fundamentally change the way ATEM is structured and managed.

#### **Regions to replace Branches**

The changes create the following new Regions which will replace the old Branch Structure:

- Western Australia
- South and Central Australia up to the Tropic of Capricorn
- A Tropical Region covering three institutions: Central Queensland University (Rockhampton) Charles Darwin University (Darwin) and James Cook University (Townsville and Cairns)
- An Eastern Region incorporating all Queensland south of the Tropic of Capricorn and including Southern Cross University in Lismore
- A second Eastern Region incorporating the rest of NSW and the ACT
- A Southern Region incorporating Victoria and Tasmania
- One New Zealand Region which will be called Aotearoa

It was noted that some regions may be changed slightly depending on the location of institutions (eg. Queensland). Further advice will be sought from Branch Presidents and relevant corporate members.

The Regions will be focussed entirely on the provision of professional education and training, funded by three-year rolling budgets approved by the ATEM Council, which in future will meet quarterly to review budgets and programs.

Each region will be invited to submit a name for itself to the ATEM Council although consideration may be given to either a competition of members for regional names or to involving a consulting/marketing organisation to assist with this and the broader long term branding issues. New Zealand has already chosen its name: Aotearoa.

#### **Our Core Business: Professional Education and Training**

Each region will be managed by a Professional Education Committee. There will be a Chair and a minimum of five members on the committee half of whom are to be elected annually by the region for a two-year term. Some of the Committee should come from the pool of Institutional Coordinators (see separate section on Institutional Coordinators below). It was also suggested that regions consider

nominating a Deputy Chair to ensure continuity and back up in the Chair's absence. The size of the Committee is to be flexible and determined by each Region according to its needs.

To assist the Regions in their core work ATEM will appoint a full-time Professional Development Coordinator who will be contracted to run PD Programs ATEM-wide, including the HEW 5-7 Programs of Universities Australia, and other major high-demand programs which should be road-showed across the Association.

All PD Programs will be marketed across the whole Association and members will be encouraged to do a lot more border-crossing than is currently the case. The Victorian Branch has already promised a \$25,000 grant to support an Association-wide Marketing and Branding Campaign. It was agreed that the use of this grant should be discussed further with the Victorian Branch after priorities had been set.

ATEM will develop a set of Core Capabilities which will inform all professional development programs across the Association.

ATEM will contract with a Consultant to provide a comprehensive report outlining the gaps and deficiencies in professional education and development of professional and general staff in Australia and New Zealand.

### **New Financial Structure**

In future ATEM will have one budget, one set of accounts, and one Auditor. The Regions will have petty cash accounts for sundry needs, but all major expenditure items will be provided for in the ATEM budget. Also ATEM will have one investment policy managed by FMAC and the ATEM Secretariat. It will make its investments in Australia and New Zealand as appropriate.

ATEM will adopt a January to December financial year with an Annual General Meeting being held by e-mail or web-cast at a date not later than April in the following year. It will continue to hold the ATEM Awards Breakfast and Members' Forum at the time of the annual TEM Conference. The ATEM Council is currently composed of 9 Branch Presidents and 7 Executive Committee members. The new Council will include the Chairs of the seven Regions and the composition of the Executive Committee will be unchanged

### **Institutional Coordinators**

In future ATEM's Membership Coordinators will be called Institutional Coordinators. They will be provided with free membership of ATEM provided there are at least five ATEM members in his or her institution. ATEM will aim to have one Institutional Coordinator in each institution in Australia. In New Zealand we will attempt to have one in each major institution who will also cover smaller neighbouring institutions of which there are many, as ATEM NZ has a big component of private providers in its constituency. The role of Institutional Coordinators is set out in the policy document found here: [http://www.atem.edu.au/members/policy\\_documents.cfm](http://www.atem.edu.au/members/policy_documents.cfm)

### **Implementation**

The following Implementation Groups have been appointed to take all these reforms forward to the next Annual General Meeting on 25 September 2007. This will be managed as a formal Project, with the President as Project Sponsor and VP Lucy Schulz as Project Manager. The Project will be coordinated by the Overview Group under the leadership of the Project Manager, and make recommendations to the President, as the Project Sponsor.

#### The Constitutional Change Group

This group will recommend the necessary changes to the constitutions of ATEM Inc. and ATEM NZ  
 Association Secretary Toni Hodge (Chair)  
 Angela Boyse, BP Tasmania  
 C@L Chris Pepper

The Professional Education and Training Group

C@L Maree Conway (Chair)  
 Kay Hemsall, BP New South Wales  
 Ali Hughes, BP New Zealand  
 John Swinton, BP Queensland  
 Joanne Austin, BP Victoria  
 Linda McLain, BP Western Australia

The Financial Management Group

VP Richard Easther (Chair)  
 Association Treasurer Neil Voyce

The Overview Group

ATEM President Tom Gregg – Project Sponsor  
 VP Lucy Schulz (Chair) – Project Manager  
 VP Richard Easther  
 C@L Maree Conway  
 Association Secretary Toni Hodge

**RESOLVED 2/07**

That the ATEM 2010 Group Report be adopted and the implementation phase (from May to the AGM) begin. **ACTION: Toni Hodge, Maree Conway, Richard Easther, Lucy Schulz**

**7. Membership Matters**

**7.1 Membership Census**

Council noted the ATEM Census of April 2007 and an analysis of membership trends from 2000-2006.

**7.2 Corporate Members Campaign**

Council noted a report on the Corporate Members Campaign which showed that the Corporate Members were renewing at a good rate.

**7.3 Membership Upgrade to Fellow**

Council considered an upgrade to the level of Fellow which requested that the 2-year period as Associate Fellow be waived. The application had been dealt with under delegated authority and had been refused.

**8. Affiliations**

**8.1 International Affiliations**

Council noted the current allocation of delegates to international conferences as shown below.

<b><u>Affiliate</u></b>	<b><u>A TEM delegate</u></b>	<b><u>Affiliate's Delegate to TEMC</u></b>
ACCRAO March 2007	BP Ali Hughes NZ	N/A
AUA April 2007	BP Judy Szekeres SA	Maureen Skinner
AAUA June 2007	Joanne Austin	N/A
ACHEA July 2007	Peter Scardoni	N/A

It also noted a report from Ali Hughes on the ACCRAO Conference and a report from Judy Szekeres about the AUA Conference.

## **8.2 Local Affiliations**

Council noted that the President had opened discussions with Dr Barry Cameron about closer relations with the Australian Department of Education, Science and Training. He reported that the NZ Vice-Chancellors Committee was in a period of transition and that he would open discussion with that organisation after the appointment of its new CEO. BP Ali Hughes suggested that ATEM should also talk to The Board of the Institutes of Technology and Polytechnics NZ along the same lines and this was agreed. **ACTION: ATEM President**

## **9 Reports**

### **9.1 Conferences**

#### **9.1.1 Final Report 2006 TEM Conference**

Council received the report from the PCO and agreed that the Sydney Conference had been a great success.

#### **9.1.2 2007 TEM Conference**

BP Steve Langley reported that the 2007 Conference had received 77 abstracts of which about 20 were nominated for the refereed stream. With a maximum enrolment of 500 the Conference should make a profit of \$61,000 excluding sponsorship. The chief sponsorship of \$25,000 had been secured from Campus Living Villages, a Corporate Member of ATEM.

#### **9.1.3 Refereed Papers for TEMC 2008**

Toni Hodge reported that the refereed stream for the 2008 TEM Conference was being implemented well.

#### **9.1.4 Extension of Contract with Leishman and Associates**

Council noted that the Joint TEMC Committee (ATEM & TEFMA) had extended the contract for the PCO to take in the 2009 Conference in Darwin.

#### **9.1.5 Future Conferences**

Council noted that future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 16-19 August 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012. **Fiji** has been suggested for 2013 and the President will discuss this with TEFMA. **ACTION ATEM President**

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

Council received Dr Ian Dobson's report on the ATEM Journal. It noted that the Journal was attracting a big increase in articles, which was creating a back log. There are currently 102 on the list and about 20-25 can be published in a year.

### **RESOLVED 3/07**

That Council agrees in principle to four editions per annum and requests the Editor to negotiate this increase with the Publisher. **ACTION Ian Dobson**

### **9.3 Elections 2006**

Council noted that the following elected positions fall vacant in 2007: President Tom Gregg, Vice-President Richard Easter, and Treasurer Neil Voyce; and that all incumbents will re-nominate for 2008-9. It also noted that C@L Chris Pepper's post is up for reappointment by Council in September 2007.

The election schedule will be as follows:

Friday 1 June	Call for Nomination
Thursday 21 June	Nominations close
Thursday 28 June	Ballot opens
Wednesday 1 August	Ballot closes

The Association Secretary has appointed Giles Pickford as Returning Officer. **ACTION Giles Pickford**

### **9.4 FMAC**

VP Richard Easter introduced the Report of the FMAC meeting held the previous day.

### **RESOLVED 4/07**

- (a) That VP Lucy Schulz be replaced by VP Angela Boyes as the Branch President on FMAC
- (b) That the move of the public liability policy from Marsh to Unimutual be approved
- (c) That the 3-year rolling budgets be updated and have a 2009-10 page added.
- (d) FMAC will calculate the cost of implementing the ATEM 2010 proposals and Branches will be asked to commit appropriate funds to the ATEM Development Fund in order to meet the costs of implementing the ATEM 2010 reforms.
- (e) That the ATEM Pooled Investments Policy be approved and extended to include Macquarie Income Securities, Publishing and Broadcasting Securities and ANZ Bank StEPS.
- (f) That progress with the single accounting system is noted and Tony Wynack, ACT Branch Treasurer, be invited to be trained as back-up to Peter Scardoni and Neil Voyce.
- (g) That a January to December Financial Year be adopted with effect from the AGM of 2007.
- (h) That the CMS be modified to give members the option of renewing annually or quarterly.
- (i) That the previous policy of automatic rotation of the TEM Conference be abandoned from the 2013 Conference and expressions of interest be called for instead.
- (j) That the Annual Accounts be received; an amount of \$5,000 be written back.
- (l) That Branches be asked to devise ways of drawing the Corporate Members into a more active participation in ATEM and that there be a session devoted to this topic at the September meeting.

**ACTION ATEM Secretariat**

### **9.5 Financial Reports**

### **RESOLVED 5/07**

- (a) That the draft Council budget for 2007-9 be adopted and extended to 2010.
- (b) That the Payments Schedule be noted and approved.

(c) That the Unaudited Annual Accounts be adopted and forwarded to the Auditor.

**ACTION Peter Scardoni**

## **9.6 Report of the ATEM Foundation**

Council noted that the ATEM Foundation had met on the day before Council. The Minutes of that meeting were tabled together with the Report of the Directors of the Foundation Board.

### **RESOLVED 6/07**

(a) That the AGM of the ATEM Foundation Ltd be held by Teleconference after the Accounts had been audited

(b) That in the meantime the Directors of the Board continue to act,

(c) That the ATEM Secretariat be congratulated on the implementation of the Foundation Investment program, noting that funds invested had grown by 40% from \$77,000 to \$103,000 and that these investments were creating a dividend stream of over \$4,000 per annum.

**ACTION Company Secretary**

## **10 Business Referred by Branches**

Council noted that there was no business referred by Branches.

## **11 Other Business**

There was no other business.

## **12 2007 Meetings Calendar**

Council agreed to the remaining meetings for 2007 shown below below.

### **September Meetings in Canberra**

<b>Year 2007</b>	<b>Meeting</b>
Sat 22- September-07 at 12.30 pm	ATEM Executive (with lunch)
Sat 22-September-07 at 2.30 pm	FMAC
Sun 23-September-07 at 10.00 am	ATEM Council (With Morning Tea and Lunch)
Tue 25-September-07 at 8.00 am	ATEM Awards Breakfast and Members' Forum
Tue 25-September-07 at 9.00 am	ATEM Annual General Meeting
Tue 25-September-07 at 12.00 noon	ATEM Ghosts' Lunch at Lanyon Homestead

*GP 29/5/2007*

### **Distribution**

Tom Gregg	ATEM President
Richard Easther	Vice-President
Lucy Schulz	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Maree Conway	Councillor at Large

Chris Pepper  
Steve Langley  
Kay Hempsall  
Scott Snyder  
Ali Hughes  
John Swinton  
Judy Szekeres  
Angela Boyes

Councillor at Large  
President ACT Branch  
President NSW Branch  
President NT Branch  
President NZ Branch  
President Qld Branch  
President SA Branch  
President Tasmanian Branch

**ATEM COUNCIL FLYING MINUTE No 2/2007**

**TO:** ATEM COUNCIL MEMBERS

**FROM:** VP Lucy Schulz

**CONTACT PERSON** Giles Pickford [atem1@bigpond.com](mailto:atem1@bigpond.com)

**DATE:** 18 June 2007

**Revision of Blank and Karmel Grants**

**BACKGROUND**

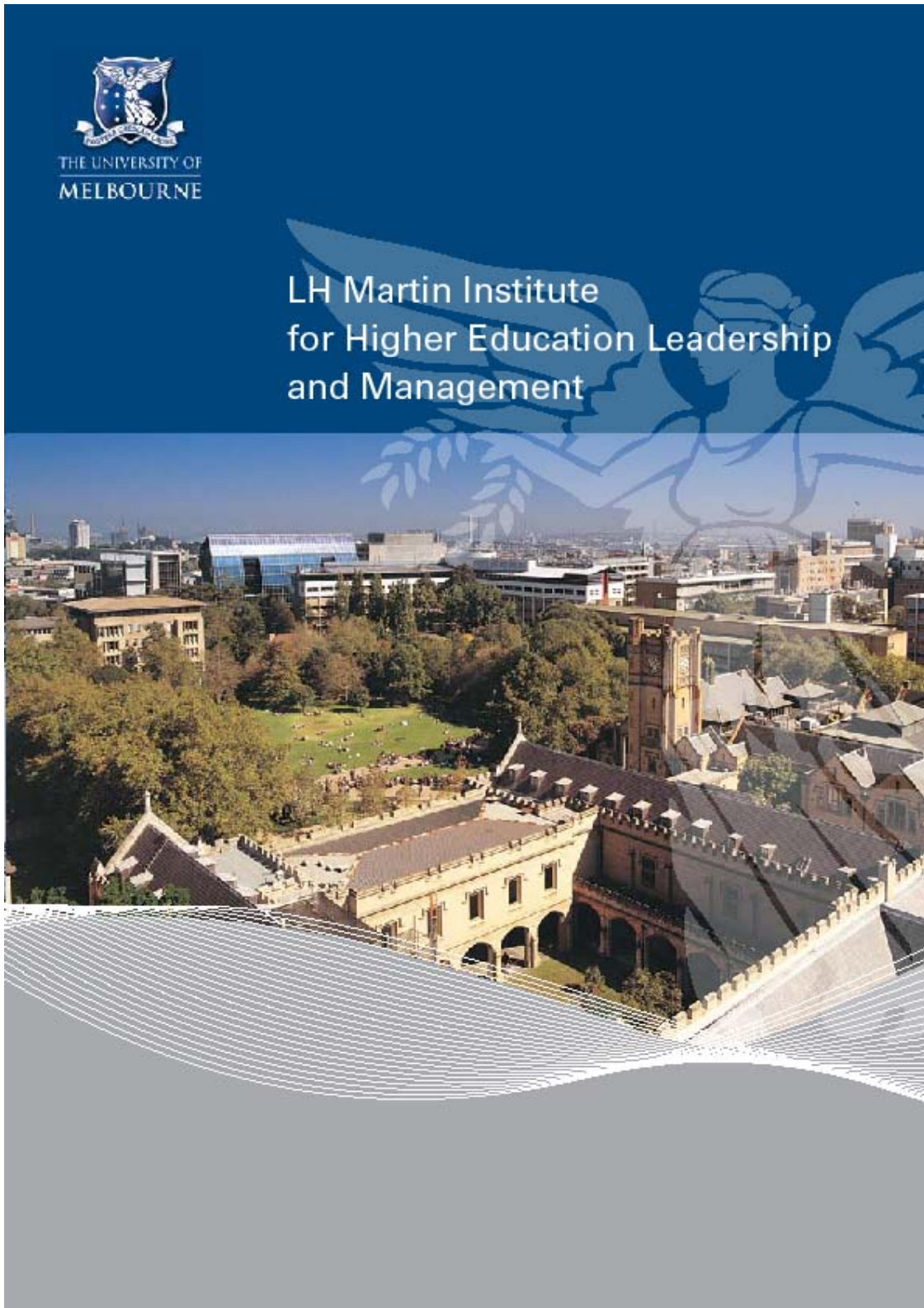
The Executive Committee requested the Awards and Grants Committee to review the conditions and criteria for the Peter Karmel International Travel Grant and the Maurie Blank Study Scholarship.

The Committee met by teleconference on 14 June 2007 and the Minutes are attached. Applications for the two Grants need to be called now, so Council's approval of the revisions is needed as soon as possible.

It is recommended that the revisions to the two Grants be approved.

Lucy Schulz  
Vice-President

**\*4.4 Collaboration with the L H Martin Institute**



This document outlines a five-year strategy and plan for the establishment and development of a new national, interdisciplinary institution to enhance the quality of post-secondary education management and governance in Australia and the region – The *LH Martin Institute for Higher Education Leadership and Management*. Through the provision of fee for service education, consulting and research, the Institute will become self-financing after 5 years. The establishment phase will be supported by an initial grant of \$10 million, allocated in equal instalments of \$2.5 million per annum over four years, provided by the Australian Government.

### 1.1. Objectives

The *LH Martin Institute for Higher Education Leadership and Management* (Institute) will meet the urgent need in Australia and the region for high quality leadership and management education in higher education and VET (Vocational Education and Training) institutions. The goal of the Institute will be to improve the quality of post-secondary education management and governance. The Institute will be interdisciplinary and will have as its key objectives –

- to train the next generation of leaders of Australia’s higher education and VET institutions in the strategic management of their institutions;
- to provide a forum in which public policy makers, public and private sector institutions, and national and international experts can explore and assess the changing national and international environment of higher education and VET; and
- to support its educational programmes with scholarship and research.

It will do this through the provision of:

- coursework programmes at postgraduate level;
- continuing professional education and refresher programmes, for aspiring and established senior executives and leaders and for members of governing bodies;
- conferences and seminars on major policy and management issues; and
- consultancy services to higher education and VET institutions.

### 1.2. Problem Statement

The post-secondary education sector in Australia now accounts for some \$25 billion of revenue, managed through individual universities, VET providers and private institutions. The rapidly changing competitive environment within which post-secondary education operates places a premium on ensuring that the leaders and managers of Australia’s higher education and VET institutions are appropriately trained to respond and adapt through innovation. Educational leaders need to have the skills and resources to draw on high quality analysis of this changing environment and the challenges that it presents to have the capacity to explore the range of strategic options and opportunities available to them.

Despite this evident need, Australia still lacks a focused and systematic approach to the delivery of programmes for the leaders and managers of higher education and VET institutions to enable them to deal with the increasing complexities of managing their institutions. There is a similar dearth in the provision of opportunities for members of governing councils to enhance their understanding of the strategic issues faced by the sectors.

Some universities have offered courses in education management, some have developed internal training courses for their staff, and professional associations and the AVCC have conducted short courses, but little attempt has been made to formalise and provide a rigorous and planned sequence of training based on the emerging needs of the sectors and of staff.

The delivery of management education and training in a cross-sectoral setting will have the benefit of developing better management in both the higher education and VET sectors, while bringing senior people from the two sectors together to promote a better understanding between them. In addition, the

capacity to bring senior government officials into the training programmes will ensure that there is better mutual understanding between institutions and those responsible for advising governments and implementing education policy.

The education and training of the future leaders of higher education and VET institutions needs to be able to draw on the latest and best research, scholarship and government thinking, both on policy and environmental challenges and on developments in strategic leadership and management in the sectors worldwide. These include:

- the growing impact of globalisation on higher education and VET and the need to develop institutions that are competitive on a world scale, interface effectively with institutions in other nations, and are able to exploit the many emerging opportunities, particularly in Asia;
- the revolution in information and communications technology and its impact on administration and modes of communication and course delivery;
- the empowerment of the student market and the increasing overlaps between work and study;
- the enhanced and emerging diversification of the sectors, including the growth of specialist and private institutions;
- the continuing pluralisation of funding and the development of new modes of fundraising and financial and asset management; and
- demands for greater accountability and more extensive knowledge transfer.

The increasing complexities of managing the teaching and learning and research missions of institutions also need to be addressed through a comprehensive training programme for heads of academic departments and managers. The Institute will aim to fill this gap and help ensure that Australia can maintain its leading position in the provision of quality higher education and VET in Australia and to the international market.

## 2.1. Australia

The question of leadership and management in, and the governance of, Australia's higher education institutions has been much debated for over twenty years, beginning with the publication of the Commonwealth Tertiary Education Commission's 1986 Report, *Review of Efficiency and Effectiveness in Higher Education*. Each of the debates and reviews has concluded that there is a need to develop appropriate training programmes, but little has been done to address the issue through a systematic approach. The need to clarify the role and responsibilities of governing councils has also been an ever-present theme, gaining further impetus as a result of the more general debate over the role and responsibilities of company boards. Again the solutions have emphasised the need for training and development programmes for members of governing councils.

The *Review of Efficiency and Effectiveness in Higher Education* was followed ten years later by a direct reference to a Committee of Inquiry to examine higher education governance and management. The Committee's Report, *Higher Education Management Review* (the Hoare Report), was published in 1995 and recommended that "A more strategic and systematic approach to management and leadership skills development should be adopted at all levels and across all organisational units of each university". (Recommendation 6). The Report (Recommendation 5) also proposed that members of governing councils be appointed for their skills and experience and secondly that they should have "continuing skilling and development". The same issues and solutions had also been raised in a Senate Committee Report in 1990 on *Priorities for Reform in Higher Education*.

In the more recent review of higher education, through the 2002 *Crossroads* process, one of the Issues Papers addressed governance and management, finding that programmes to support and train leading academics who are promoted into senior management positions are highly desirable and necessary to enable them to exercise their management responsibilities professionally. The resulting policy paper,

*Our Universities: Backing Australia's Future*, returned to the Hoare Report's recommendations to develop a set of National Governance Protocols requiring governing bodies to have a formal programme of professional development for their members.

The question of leadership and management education in higher education has not been confined to Australia. It has been raised in the United Kingdom at least since the 1963 Robbins Report on Higher Education which led to the establishment of several units to assist universities with improving the effectiveness of their management. More recently, several universities in the UK have responded to the need for formal education and training through the development of courses in higher education leadership and management, as a result of a perception that the generally available leadership and management programmes tend to focus on business models rather than the higher education context. Two years ago the UK government established a new Leadership Foundation for Higher Education, to train future leaders through a range of short and long courses and by providing mentors and executive coaches for senior managers. The UK courses have been structured to suit both the professional and academic management needs of staff and have been very successful.

### **2.3. United States**

In the United States, leadership programmes for higher education managers have been in place through the American Council on Education for some 40 years and there is an extensive range of Masters level courses that address this education and training need.

### **2.4. Asia**

There is currently an evolving trend in many Asian countries to give independence to higher education institutions to manage their own affairs. While this trend is moving quickly, the education and training required to prepare future leaders, managers and policy-makers has not kept pace with demand. There is therefore an urgent need for leadership and management courses, especially those based on and able to reflect good practice in countries with a history of independent higher education systems.

### **2.5. Market Need**

The Institute's courses and services will be aimed at leaders and managers in higher education and VET and those aspiring to be, or who have been identified as, future leaders:

- academics and managers in higher education and VET who are aiming towards leadership and management positions or who have been identified as future leaders;
- higher education and VET middle and senior managers interested in continuing professional development based on specific skills or master classes on innovative management and leadership practices relevant to their work; and
- those interested in broader policy developments in Australia and internationally and their impact on their institutions, to learn about strategies for responding to new policy directions.

The needs of this target audience are currently met through a variety of means:

- in the case of academics, generally through in-house training once they have been appointed to a position with management responsibilities. However, these courses are not uniformly available and are not formally structured. There are no courses in Australia specifically aimed at leadership and management education training for academics and none for identified or aspiring future leaders; and
- in the case of general staff, again through in-house courses, through courses conducted by commercial organisations or through professional associations or courses such as general MBAs. However, the in-house courses tend to be short and general, while association ones tend to be informal; those offered by private organisations or MBAs are not seen to be of direct relevance to the environment of higher education and VET because they are too business-oriented and there is little scope to learn about the different context in which education is required to operate. There are currently no courses aimed at training future higher education and VET policy analysts for government and institutions.

### 3.1. Summary of Stated Strategy

The Institute will draw on the latest thinking about corporate leadership and public administration to promote a better mutual understanding between government and education. Using international expertise, it will position itself as the major leadership and management education and training institute in higher education and VET in the region. It will assist institutions to strengthen their international links to become an Institute with a national and international reputation for its:

- evidence-based, state of the art courses, of direct and immediate relevance to aspiring leaders and for senior and middle managers;
- research emphasis on best practice leadership and management education which is specific to the needs of higher education and VET institutions;
- links with international providers to achieve mutual recognition of qualifications and opportunities for students to study in international settings; and
- capabilities as an adviser to practising managers in tertiary institutions.

It will do this by creating and offering:

- a range of award and non-award courses in leadership and management;
- training in strategic management and policy analysis, including interpretation of the local, national and global environment; and
- research and debate on questions of leadership and management in higher education and VET to higher education and VET managers and members of governing councils in Australia and the region.

A strategy focused on meeting the specific requirements of professionals engaged in leadership and management in the VET and higher education sectors in Australia and overseas aims to generate sufficient enrolments and revenue to support the Institute by year 6 of its operations.

The Institute will be seeking innovative approaches to the teaching of leadership and management and the types of materials through which this can best be achieved. The Institute's strategy to develop and maintain the high quality of its offerings will involve both the development and regular external evaluation of its own course materials, and the identification of international best practice materials to include in its range of offerings. Rather than develop all course materials afresh, the Institute will enter into arrangements with national and international providers to use third party materials as part of its suite of courses.

### 3.2. Deliverables

Consistent with the Institute's key objectives, it will provide a range of award and non-award courses in leadership and management for higher education and VET managers and members of governing councils. It will provide education and training in strategic management and policy analysis, including interpretation of the local, national and global environment. It will also undertake and promote research and debate on questions of leadership and management in higher education and VET. To ensure that its focus is a national one, the Institute will offer courses and events in several locations and engage with collaborating institutions to offer some of its courses.

- The Institute will offer modularised award courses in the leadership and management of higher education and VET institutions, with exit points at Certificate, Diploma and Masters level.
- The Institute will also offer short intensive courses for specific groups such as middle level and senior academic managers to provide them with the range of skills required to perform their new roles or to prepare them for more senior roles where they have been identified or identified themselves as future leaders. Courses will also be conducted to provide continuing professional development for higher education and VET professional managers.
- A regular series of conferences and seminars to discuss new and emerging policy issues will have an impact on the leadership and management of higher education and VET institutions. These will

include major national policy changes, international comparisons and emerging issues, and new developments in leadership and management practice.

These products will result in:

- a core of senior higher education and VET leaders, as well as policy analysts, who can move on to relevant institutional and government positions;
- revenue from all of its courses and conferences, as well as from providing a consulting service to institutions and individuals based on its expertise in understanding both the management and policy issues affecting institutions. Like its counterparts in the UK, it will offer executive coaching expertise through its associates and advice on management and leadership to higher education and VET providers; and
- knowledge transfer through externally published, peer reviewed research outputs, media and journal articles that will support the profile of the Institute and create demand for its products and services, and presentations at industry conferences and other events.

The Institute will be interdisciplinary, reflecting the fact that the governance, leadership and management of higher education and VET institutions require a range of skills from several specialist areas. These include economics, public administration, financial management, policy studies, political science, management and related areas, psychology, sociology, demography and the specific field of higher education studies. The Institute will act as an overarching umbrella for a number of activities.

#### **4.1. The Teaching Programme**

The Institute will be committed to the development and delivery of best practice, evidence-based programmes, with contemporary research underpinning its courses. Because evidence-based methodologies are of fundamental importance to the Institute's mission, the Institute will assist in bringing together the leading researchers in relevant fields to conduct research to inform its programmes.

- The Institute's programmes will have an emphasis on the use of practising leaders and managers to teach in its courses, drawn from a broad range of national and international institutions. The Institute will therefore attract Visiting Fellows of national and international repute, with the financial capacity to support them.
- Existing data and expertise on higher education and VET, much of which is generated or supported by Commonwealth agencies, will inform the Institute's educational programmes. The Institute's courses will be underpinned by a research programme, conducted primarily through collaborating institutions in Australia and overseas.
- The Institute will not be dependent on the staff of any one organisation to provide its research, advice and training, but will bring together the most experienced teams of lecturers, analysts and strategic thinkers, using a purpose-based approach. The Institute will also make use of Visiting Fellows who might stay in the Institute for longer periods.
- The Institute will work collaboratively with other institutions to develop subjects and courses that would allow cross-licensing of existing and new materials and cross-crediting arrangements for the mutual benefit of the collaborating institutions. The awarding institution for the Institute's award courses will be the University of Melbourne and the quality assurance of the Institute's courses will be carried out through the normal academic processes of the University of Melbourne.

##### **4.1.1. Masters Degree**

The Institute's flagship course will be a Masters degree. The course will be delivered only part-time and modularised so that participants can take subjects over a period that is suitable to their work commitments.

Participants will also be able to accumulate credits towards a range of subsidiary exit awards, creating building blocks towards the Masters degree.

- The Masters programme will have a major focus on problem-solving projects. The requirement for Masters students to undertake work-based assignments, including a final consultancy assignment in

another institution, will ensure that the experience gained through the Institute's courses will be of immediate relevance to their professional lives and to their institutions.

- Subjects will be delivered by distance education, initially as paper-based modules. Once subjects are established they will also be made available on-line. However there will be a continuing use of at least three intensive one-week courses delivered in face to face live-in mode. This will allow for the accelerated delivery of teaching as well as providing opportunities for the student cohort to come together.

There are few if any courses of this kind, specifically aimed at leadership and management in higher education and VET and none with the proposed international scope that the Institute will provide. There are also no courses in these fields with the intense involvement of senior practitioners and the requirement to undertake on-the-job learning through a formal consultancy to solve a real problem. These courses would be of relevance to all middle level and senior staff in higher education and VET institutions in Australia and their counterparts in Asia. Because the courses will also allow students to take electives in specific areas of teaching and research leadership, they will also be suitable for academics who wish to take on responsibilities as research team leaders or teaching leaders. The courses will also be aimed at professional staff in higher education and VET.

#### **4.1.2. Short Award and Non-Award Courses**

The Masters degree will be supplemented by short award and non-award courses for those working in the leadership and management of higher education and VET, whether as senior academics or as professional staff.

Courses will also be developed for members of governing bodies. Applied research skills in management and policy analysis will form a significant component of the Institute's programmes and may become the centrepiece of specialised award or short courses. Short courses will provide a significant contribution to the revenue of the Institute and the Institute will collaborate with local and international groups to deliver short courses and seminars as appropriate, making joint use of major international speakers.

#### **4.1.3. Course Delivery**

A distributed teaching and learning approach will ensure that staff across the higher education and VET sectors have access to the Institute's offerings. Course delivery will reflect the fact that participants will be senior professionals who are likely to need to undertake most of the course requirements in their places of work. Nevertheless, as is the case with ANZSOG and several international courses of this kind, there will be an emphasis on bringing cohorts together for residential programmes to develop working relationships and an understanding of the issues facing other institutions. Courses will therefore be structured to be undertaken through flexible delivery, incorporating intensive face-to-face learning.

#### **4.1.4. Research and Research Higher Degrees**

The Institute will be committed to the development and delivery of best practice, evidence-based programmes, underpinned by contemporary research. The Institute's research will involve its own staff, students and Visiting Fellows, as well as collaborating institutions. Research higher degree candidates enrolled through the Centre for the Study of Higher Education (CSHE) at the University of Melbourne and other approved institutions would also be associated with the Institute's activities.

## **4.2. Consultancy Services**

At the same time as developing its educational courses, the Institute will build its links with the sectors by providing consultancy services to institutions and governments on strategic planning, policy and management development in both Australia and Asia. It will provide an ideal setting, both scholarly

and practically oriented, in which senior education managers, public servants, policy analysts and researchers can come together to explore the leadership and management implications of the changing environment and policy framework.

#### 4.3. Conferences and Symposia

The Institute will conduct a series of regular conferences and symposia to address and reflect upon the major issues in higher education and VET policy and practice. These will involve local and international speakers, providing an international comparative appreciation of the major issues and the different approaches to their resolution. As well as the broader issues-based conferences and symposia, the Institute will sponsor other events to address the skills required to respond to new policy initiatives

#### 5.1. Institute Leadership and Management

The Institute will have a senior person as its Director, whose role will be to lead and manage the development of the Institute's activities and to raise additional funding, including through research contracts and consultancies. The Director will have a good knowledge of the Australian higher education and VET systems, experience in higher education leadership and management, experience in policy development, a good overview of the international environment, excellent working relationships with government and international organisations, a strong research-based knowledge of higher education, and international links and presence.

- The foundation Director of the Institute will be appointed by the University of Melbourne, in advance of other staff, with a mandate to establish the Institute and develop a detailed five year business plan.
- The Institute will have a small core of academic staff, relying on a series of Australian and international partnerships, secondments and engagements from inside and outside the higher education and VET sectors to work on teaching and consultancy contracts.
- The Institute will collaborate with national and international institutions to develop its academic capabilities and to support the interdisciplinary nature of the Institute's activities.
- The Institute will be supported by a business manager and a small team of professional staff providing project management, consultancy and administrative services.

#### 5.2. Collaborations

A major part of the Institute's approach to ensuring that its courses are based on best practice in the field will be to attract the best available expertise to lead and contribute to its activities. This will ensure that its courses remain relevant, through the regular regeneration that occurs with new teaching and research staff coming together with different perspectives.

In Australia, the Institute will work with other academic entities with an interest and expertise in leadership and management, and related aspects of higher education and VET. Of particular interest will be a close working relationship with the Centre for the Study of Higher Education (CSHE), the Melbourne Institute for Applied Economic and Social Research and the Melbourne Business School at the **University of Melbourne**. In addition, some obvious potential synergies exist through a relationship with the **Australian and New Zealand School of Government (ANZSOG)**, which is located on the University of Melbourne campus. The **CSHE** will be a primary internal collaborator. The Institute will draw upon the academic staff of the CSHE for their extensive research base, expertise and experience in a wide range of aspects of Australian higher education, including policy, leadership and management, internationalisation, the management of teaching and learning, the quality of the student experience, and quality assurance and evaluation. CSHE academic staff will participate in the delivery of both award and short-course programmes, and the Institute's related scholarly activities initiated and commissioned by the Institute.

**The University of New England's Centre for Higher Education Management and Policy (CHEMP)** will be a primary external collaborator and that University will be represented on the Institute's Advisory Board. Consistent with the Institute's strategy as described in section 3.1, it will

draw, for example, upon UNE's extensive expertise and experience in distance education course delivery and its rural and Asia/Pacific focus. In developing award courses, the Institute will consider the inclusion of relevant higher education management offerings provided by UNE. CHEMP staff will participate in the delivery of both award and short-course programmes, and the Institute's related scholarly activities initiated and commissioned by the Institute.

As part of both its educational programmes and its governance structures, the Institute will develop a close association with a major dual sector institution. This will be achieved through the involvement of **Victoria University** in the Institute's governance and programme development. It will also develop a close association with the **New South Wales Department of Education and Training**, a major TAFE provider, to offer courses of specific relevance to VET managers. The Department has agreed to collaborate with the Institute and will be represented on the Institute Advisory Board. The Institute will also form relationships with other dual sector institutions and the VET sector, to develop courses that meet the demand in those areas.

The involvement in the Institute's governance of the **Australian Council for Private Education and Training (ACPET)** will ensure that the needs of private tertiary education providers can also be met. (Formal letters of support have been received from each of the University of New England, Victoria University, TAFE NSW and ACPET.) In addition, the Institute will form relationships with relevant professional associations, which already provide staff development courses for their members. Some have the capacity to deliver courses that can articulate into courses of the Institute; in other cases it may be possible to conduct joint courses or joint activities to promote the development of better management practices. One such association, the Association of Tertiary Education Managers (ATEM), already offers a range of short courses across Australia and New Zealand and has expressed an interest in being associated with the Institute.

### 5.2.2. International

Because institutions operate in an international context, the Institute will have strong international links to ensure that its thinking is well informed and to provide students and leadership trainees with exposure to different environments and policy options. Working with the **University of London** Institute of Education and the **UK Leadership Foundation for Higher Education** in the delivery of leadership and management courses will provide opportunities to develop a collaborative approach and, where appropriate, common course materials. These links also provide the potential for joint degrees as part of a European MBA in Higher Education Management and Research. In principle collaborative agreements have already been reached with these organisations. The Institute will collaborate with related bodies in Europe, the United States and Asia, as appropriate, and with the **OECD's Institutional Management in Higher Education** programme and its **Centre for Educational Research and Innovation**. Strong links already exist with several of these entities.

Other likely avenues for fruitful collaboration, based on existing links, include the Netherlands-based Center for Higher Education Policy Studies (CHEPS) at the **University of Twente** and the **European Centre for Strategic Management of Universities (ESMU)**. CHEPS has a strong interest and capacity in higher education policy and is the leading European centre of its type. ESMU acts both as a provider of leadership and management education and an avenue through which networks can be formed to develop practical management tools. Links will also be formalised with institutions and policy research centres in the United States, where significant development of specialist studies of leadership in higher education has occurred. Possible collaborators include the Center for Effective Leadership at the **American Council on Education**, the **University of Virginia**, **Penn State**, and **Berkeley** and other institutions in the University of California system.

### 5.3. Governance

The Institute will be established at the University of Melbourne, within the Faculty of Education, and be guided by an Advisory Board of independent and eminent members, appointed for their knowledge

of the policy environment of higher education and VET leadership and management, for their ability to guide the Institute's work, and for their capacity to represent its interests. The Advisory Board will include institutional leaders, and be broad in its coverage across the field of higher education and VET. It will have representatives of universities (including at least one dual sector institution), the VET sector (including at least one major State TAFE Department) and private higher education and vocational training providers.

The Advisory Board membership is proposed as:

- An independent Chair
- Two international experts on higher education leadership and management development
- The Vice-Chancellor (or nominee) of the University of Melbourne
- The Vice-Chancellor (or nominee) of Victoria University
- The Vice-Chancellor (or nominee) of the University of New England, also representing regional universities
- The Secretary (or nominee) of the Commonwealth Department of Education, Science and Technology
- A representative from a State TAFE authority
- A representative of the Australian Council for Private Education and Training (ACPET)
- A Vice-Chancellor (or nominee) representing the Go8 universities
- A Vice-Chancellor (or nominee) representing the Innovative Research Universities Australia
- A Vice-Chancellor (or nominee) representing the Australian Technology Network
- A Vice-Chancellor (or nominee) representing the New Generation Universities
- The Dean (or nominee) of the University of Melbourne Faculty of Education
- The Dean (or nominee) of ANZSOG (Australia and New Zealand School of Government).

The Advisory Board will meet at least three times per annum.

#### **5.4. Location and Operations**

The Institute will be located at the University of Melbourne. The University's considerable existing research resources in the fields of higher education and management will enable the Institute to move quickly to develop a teaching and research programme.

- The University of Melbourne is recognised as one of the top universities in Australia and is leading the higher education sector's response to the changing national and international environment. It provides a supportive environment for the education and training of future leaders in higher education and VET.
- The University already has well-established and highly relevant teaching and research facilities – in higher education policy through its CSHE in the Faculty of Education, in economic and social policy through the Melbourne Institute for Applied Economic and Social Research and the Centre for Public Policy (Faculty of Arts) and in general business and management education through the Faculty of Economics and Commerce and the Melbourne Business School.
- The Institute's location adjacent to ANZSOG provides an additional advantage. Leaders, managers, and governors in higher education and VET require many of the same skills as those being developed through ANZSOG, so there will be opportunities for sharing resources and the joint use of senior teaching staff. Participants in ANZSOG's programmes could take Institute courses and vice versa to provide opportunities for government and education managers to gain a better appreciation of their respective roles. The University will provide the academic infrastructure required and will allocate appropriate physical facilities (including meeting rooms, conference and teaching spaces) as its ongoing contribution to the Institute.

The Institute will operate as a national entity and conduct courses in several locations to ensure that staff across Australia have the opportunity to attend. Its national presence will be assisted by its collaborating institutions and through a relationship with relevant professional associations.

The Institute's award courses will be conducted using distance learning, but with regular intensive periods of attendance, again in several locations. While the Director, core staff and secretariat will be located in the Institute's headquarters, its associates are likely to remain in their home organisations.

### Timing Activity

#### Year 1

- Appoint key staff and establish office
- Develop terms of reference and establish Advisory Board
- Identify, and establish terms of collaborative relationships in Institute
- Develop visiting fellows programme and activities
- Develop communications plan and public seminar programme
- Hold a major Institute launch event by August 2007
- Hold Advisory Board meetings
- Commence design and development of portfolio of short course/non-award activities
- Commence design and development of Masters course
- Set up marketing presence, including web-site

#### Year 2

- Commence marketing of short course and other activities
- Market Masters award
- Award scholarships for Masters programme
- Develop research and consultancy development plan
- Conduct one major international conference on leadership and management in higher education and VET
- Develop collaborative relationships
- Develop fundraising programme activities and plan
- Commence delivery of Masters programme from semester 2 2008
- Commence development of on-line subjects
- Deliver 6 x 1 day short courses
- Deliver 4 x 2 day short courses
- Hold 3 x Advisory Board meetings

#### Year 3

- Develop collaborative relationships
- Deliver Masters programme
- Commence development of additional on-line subjects
- Deliver 8 x 1 day short courses
- Deliver 6 x 2 day short courses
- Commence marketing of on-line delivery options/subjects
- Hold 3 x Advisory Board meetings
- Award scholarships for Masters programme

#### Year 4 • Develop collaborative relationships

- Deliver Masters programme
- Commence marketing of fully on-line course offer
- Deliver 10 x 1 day short courses
- Deliver 8 x 2 day short courses
- Hold 3 x Advisory Board meetings
- Graduate completing students
- Award scholarships for Masters programme

#### Year 5 • Develop collaborative relationships

- Deliver Masters programme

- Deliver 12 x 1 day short courses
- Deliver 8 x 2 day short courses
- Hold 3 x Advisory Board meetings
- Graduate completing students
- Award scholarships for Masters programme

A grant of \$10 million has been provided by the Australian Government for the establishment of the Institute. It will be allocated in four equal instalments of \$2.5 million over four years. This will provide a level of financial certainty which will enable the Institute to attract staff, develop long term relationships with its collaborators, and develop and maintain its courses. This will ensure that the Institute is able to make strategic decisions about the best use of funding so that it can become self-sustaining after the initial establishment funding is exhausted. The Institute will be permitted to carry forward surpluses to establish a capital fund to support new initiatives. The Institute will become active immediately by delivering short course training and research and consultancy services, to develop its activities in the timeframe to meet the requirements of being self-sufficient in funding from year 6.

A significant investment will be made in the first four years in course development costs, the development of on-line subjects and marketing activities to establish the Institute and its range of products and services. Scholarships will be made available in larger numbers in the first three years to encourage enrolments in the award programmes. These will reduce as the courses become established and recognised and fee-paying enrolments increase.

## **\*6. Report of the ATEM 2010 Implementation Group**

### **Background**

Since May, a number of smaller groups and individuals have been working on the outstanding issues to achieve the outcomes as agreed by the Council in May. To recap on what was agreed (more detail is included in the Council minutes but this is a high level summary):

The changes create the following new Regions which will replace the old Branch Structure:

- Western Australia
- South and Central Australia up to the Tropic of Capricorn
- A Tropical Region covering three institutions: Central Queensland University (Rockhampton) Charles Darwin University (Darwin) and James Cook University (Townsville and Cairns)
- An Eastern Region incorporating all Queensland south of the Tropic of Capricorn and including Southern Cross University in Lismore
- A second Eastern Region incorporating the rest of NSW and the ACT
- A Southern Region incorporating Victoria and Tasmania
- One New Zealand Region which will be called Aotearoa

The Regions will be focus on the provision of professional education and training, funded by three-year rolling budgets approved by the ATEM Council. Final names for the regions will be discussed at September Council meeting.

Each region will be managed by a Professional Education Committee. There will be a Chair and a minimum of five members on the committee (some of whom should come from the pool of Institutional Coordinators) half of whom are to be elected annually by the region for a two-year term). It was also suggested that regions consider nominating a Deputy Chair to ensure continuity and back up in the Chair's absence. The size of the Committee is to be flexible and determined by each Region according to its needs.

ATEM Council to meet quarterly to review budgets and programs.

To assist the Regions in their core work ATEM will appoint a full-time Professional Development Coordinator who will be contracted to run PD Programs ATEM-wide, including the HEW 5-7 Programs of Universities Australia, and other major high-demand programs which should be road-showed across the Association. *The Executive Committee has three expressions of interest and the President will report to Council on the Executive Committee's recommendations.*

All PD Programs will be marketed across the whole Association and members will be encouraged to do a lot more border-crossing than is currently the case.

ATEM will develop a set of Core Capabilities which will inform all professional development programs across the Association.

ATEM will contract with a Consultant to provide a comprehensive report outlining the gaps and deficiencies in professional education and development of general staff in Australia and New Zealand.

In future ATEM will have one budget, one set of accounts, and one Auditor. The Regions will have petty cash accounts for sundry needs, but all major expenditure items will be provided for in the ATEM budget. Also ATEM will have one investment policy managed by FMAC and the ATEM Secretariat. It will make its investments in Australia and New Zealand as appropriate.

In future ATEM's Membership Coordinators will be called Institutional Coordinators. They will be provided with free membership of ATEM provided there are at least five ATEM members in his or her institution. ATEM will aim to have one Institutional Coordinator in each institution in Australia. In New Zealand we will attempt to have one in each major institution who will also cover smaller neighbouring institutions of which there are many, as ATEM NZ has a big component of private providers in its constituency.

ATEM will adopt a January to December financial year with an Annual General Meeting being held by e-mail or web-cast at a date not later than April in the following year. It will continue to hold the ATEM Awards Breakfast and Members' Forum at the time of the annual TEM Conference.

The new ATEM Council will include the Chairs of the seven Regions and the composition of the Executive Committee will be unchanged

### **Actions since the Council meeting**

The following is a summary of actions since the May meeting. These actions were identified by an implementation group which met shortly after the May meeting. Members included Chris Pepper, Maree Conway, Lucy Schulz and Toni Hodge. A terrific summary of the Council meeting outcomes and the rationale for the changes was prepared by Chris Pepper in *ATEM Matters* sent out in June 2007 to all members.

**Constitutional changes** – the revised constitution was been posted on the ATEM website in mid August along with some information about the changes. The revised constitution will be voted on by members at the AGM in September. Professor Greg Craven reviewed the Constitution and believes the document is legally coherent and commended the drafting team on the document. Once this is accepted by members a revised NZ constitution, which has already been drafted, will also need to be voted on specifically by NZ members at a special general meeting. Toni will be able to update the Council on this process at the meeting. Toni has drafted the motion for the constitutional changes which are attached. [Pages 31-46](#)

**Update from Branches** on new names for regions and overall views on the changes – Tom Gregg has visited a number of the branches and anecdotal feedback indicates strong support for the changes. Branches have discussed names for the new regions and I hope Branch Presidents will be able to report on these at the Council meeting.

**Budget and financial strategy paper** – this has been prepared by Peter Scardoni and Neil Voyce and will be finalised at FMAC prior to the Council meeting. Transition arrangements for the Association are included in this paper given that most of the changes will impact on current branch budgets and professional development programs. The budget and annual accounts are on [Pages 82-86](#) The Strategy paper is on [Pages 47-52](#) The proposed new schedule for Council Meetings is on [Page 4](#)

**Professional development** – other than the constitution, this has been the main area of focus for the ATEM 2010 group since the last Council meeting. Maree Conway has been particularly active in bringing together all of the Council's ideas. Expressions of interest have been sought for the contract of Professional Development Coordinator for the Association and a decision will be made at the Executive/ Council meeting. The new Coordinator once appointed will assist with the development of an Association wide professional development program. Programs will be conducted by regions but may also be run by the Association particularly where the program is required in more than one location. It is hoped that the new Coordinator will also assist in building up networks and relationships with relevant organisations and professional bodies in the sector, will assist with the development of online resources for members, will assist in the regular evaluation and review of ATEM professional development activities. The group wanted to ensure that ATEM considered a range of program delivery models including web, online and face to face.

Attached for Council's consideration is the draft capabilities statement which brings together our ideas about the different membership cohorts and how we can meet their professional development needs. This will assist in ensuring we offer a professional development program across all categories of membership and that we can tailor programs accordingly.

Meetings have also been held with the L H Martin Institute and there are a number of possible developments following these initial discussions between Maree and staff of the Institute;

- The concept of ATEM programs being linked with the Masters degree was almost a given, with the proviso that some additional form of assessment would probably be necessary to gain credit - details to be determined. The Institute is also talking with the Leadership Institute in the UK to see if a jointly badged MBA in Higher Education Management is feasible.
- Vin Massaro was clear that they did not want to duplicate what already existed (ie. they would not try and replicate ATEM programs).
- There was a lot of talk about how to structure their programs, and in the end, it was generally agreed that broad role based programs would probably be best. They will probably conduct a "needs analysis" at some time in the near future, but there was no agreement about what they wanted to find out, so that's still early days as well.
- There was also some discussion about online delivery of programs and they are also interested in this kind of development work
- In terms of ATEM's request to the Institute to do the review of professional development. The Institute was not yet set up to do this sort of review, but Massaro Consulting would be interested. They will prepare a proposal with details of how they would conduct the review, timing (end March 2008 proposed) and their costing, for consideration at the September Council meeting. The ATEM 2010 scoped the review in general terms to include – review of professional development needs in the context of what ATEM and other providers/ institutions do now (this would include consultation with members as well as institutions and other providers), options regarding delivery modes especially for regional areas, mechanisms to ensure acceptance in the sector (suggestion about a sector reference group), and opportunities for partnership. The scoping study and quote from Massaro Consulting are on [Pages 53-66](#)

**Website development** – The new ATEM web site is live and will be available for scrutiny on a screen at the Council Meeting. The Victorian Branch is continuing with the roll out of e-commerce and on-line registration for courses. It is meeting the expense from reserves. When complete it will be capable of roll-out to all Regions if needed.

**Longer term planning** – there are a number of actions which we briefly discussed at the implementation group which may take some time to finalise and it was decided by the small implementation group that these were second order priorities.

The President has met with Universities Australia and it is possible that longer term they may not continue to have a role in sector staff development. Tom can report on this at the meeting and we can then develop some strategies about how ATEM might occupy this gap in service provision. There may also be some further developments in relation to the L H Martin Institute which Tom and Maree can report on.

Once Council and the broader membership adopt the new constitution and the associated changes which go with this, we will then need to turn our attention to how we brand and market the future association to the sector. Council will need to allocate a budget to this to enable us to get some external advice, provide resources for web development and publications. This will also need to involve more fine tuning of the member benefits document. We have now linked our professional development activities to different categories of members – new members and developing managers,

middle managers and senior managers and this is consistent with our branding for different categories of members.

In addition to the website developments noted above we will also need to investigate processes for conducting online AGM and elections. Again this is not an immediate priority given the AGM is planned for the TEM conference but is something we will need to plan for 2008.

TEM conference arrangements – the ATEM 2010 group recommended that the conference manual is updated to reflect that the rotation of the annual TEM conference across regions was optional and not mandatory.

**Recommendation:**

That ATEM Council note this report from the ATEM 2010 working group.

Lucy Schulz  
ATEM Vice President  
September 2007

DRAFT

## SUMMARY OF CHANGES MADE TO ATEM CONSTITUTION August 2007

### Constitution

- II (d)** Regions replace the old branch structure.
- IV (3.1)(a)** Subscriptions are expressly paid to the association, rather than branches.
- IV (3.1)(b)** New reference allowing a special fee to be set for corporate membership.
- IV (3.3)** A new benefit to recognise the work undertaken by institutional coordinators, which exempts them from paying the annual subscription fee.
- IV (3)** Clause removed which required branches to pay all subscriptions to the Association. No longer required with the introduction of IV(3.1)(a).
- IV (5.1)(b)** Membership of Council amended, removing Branch Presidents and replacing them with the Chairs of each Regional Professional Development Committee.  
Councillors-at-Large to be renamed "Councillors".  
Immediate Past President added to Council to ensure continuity of leadership and retention of some historical knowledge.
- IV (5.1)(c)** Immediate Past President added to the Executive Committee.
- IV (5.1)(d)** New clause specifying alternation of elections from one year to the next of executive positions.
- IV (5.2)(b)** Regions elect a Chair of the Regional Professional Development Committee for a two year term, and members of the committee who will be on two year staggered terms.  
Members of the committee may or may not be Institutional Coordinators. Elections will be administered by the Secretariat (see Section 5 in the Guidelines).
- IV (5.2)(d)** Institutional Coordinators will replace the current Membership Coordinators, and there may be one in every institution that has at least five individual financial members (i.e. corporate members are not included in this count). Those coordinators can either be elected or they may volunteer or they may be shoulder-tapped. Because of the varied options, the method for appointing Institutional Coordinators is not specified by the constitution; rather, it will be coordinated by the Secretariat.
- IV (5.2)(e)** Provides for Institutional Coordinators, who are not already members of their Regional Professional Development Committee, to attend those meetings. Given they are not members of the committee they would not have voting rights.
- IV (5.2)(f)** Outlines the responsibilities of the Regional Professional Development Committee.
- IV (6.1)(c)** Policy-making initiatives by branches now removed as this will be handled at Association level.
- After IV (6.3)** Removal of clause which gave the Branch Executive Committee the same powers and functions for the Branch that the Council has for the Association. No longer required as regions now have responsibility for running professional development programs rather than the traditional administrative functions the branches used to have.
- IV (7.4)** Tidying up of existing clause specifying how casual vacancies in the Regional Committees are to be filled.
- IV (8.1)(a)** Amendment to clause so that the AGM is no longer tied to the annual conference. This is no longer appropriate given the change to the financial year (see clause IV 10.1).

- Notice of meetings now via email; deletion of outdated forms of correspondence.
- IV (8.4)** Provision to hold General Meetings via electronic means.
- IV (8.5)** Clause removed relating to Branch AGMs. Regions will no longer need to hold Annual General Meetings.
- IV (8.5)(b)** Tidying up of clause reconfirming that business can be conducted via electronic means.
- IV (10.1)** Financial year changed to end on 31 December (was 30 April).
- IV (10)** Various changes to confirm all financial transactions are handled by the Association, with regions working within a budget set by Council each year. Regions will have no need to run their own bank accounts.

## Guidelines

- 1** New clause referring to the boundaries of the regions.
- 2(b)** Council now declares members eligible, rather than branches.
- 2(e)** New clause recognising corporate members.
- 2(f)** New clause recognising Emeritus Members. This group used to be a Chapter which will be disestablished.
- 4** Amendment of header and changes throughout clause to acknowledge that Referenda are no longer held by post. The option is now open to conduct the referendum by post or by electronic means or by some other format.  
Clause specifically allowing electronic referenda now removed as redundant.
- 4(a)(iii)** Voting papers changed to be voting forms, to allow for electronic referenda.
- 5(b)** Clause removed outlining the rotation of elections. This is now covered in the constitution itself (see clause IV 5.1).  
Timetable amended so dates link in with new date for the financial year.  
Branch election dates removed from table as regions will not have Annual General Meetings.
- 5(c)(ii)** Removal of the requirement for a signature to accompany nominations. This is impractical with electronic submission of nominations.
- 5(c)(iii)** Removal of 4.00pm deadline – this is unclear given the different time zones ATEM covers. Preference therefore is to allow the Returning Officer to specify a suitable time.
- 5(d)(iii)** Ballots allowed for in electronic format, and run by the Returning Officer.  
Electronic format now requires the use of a ballot form rather than a ballot paper.
- After 5(d)** Removal of redundant clause providing for electronic ballots. This is now allowed for in 5(d).

## Guidelines for Chapters

Guidelines removed.

*Adopted by Council in September 1999*

**Passed by referendum in November 1999 valid from January 2000**

*As amended by referendum, March 2004*

*As amended by Special General Meeting of August 2006*

*(DRAFT for adoption by Annual General Meeting September 2007)*

**ASSOCIATION FOR TERTIARY EDUCATION  
MANAGEMENT INCORPORATED**

**CONSTITUTION**

**INCORPORATION NUMBER AO3376  
ACT REGISTRAR OF INCORPORATED SOCIETIES**

**CONSTITUTION OF  
ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT  
INCORPORATED**

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**I NAME**

The name of the Association shall be the “Association for Tertiary Education Management Incorporated” (“**the Association**”).

**II INTERPRETATION**

- (a) “**Act**” means the Association’s Incorporation Act 1991 of the Australian Capital Territory.
- (b) “**Council**” is the name given in the Rules to the Committee of the Association required to be constituted by virtue of s60 of the Act.
- (c) “**Guidelines**” are supplementary by-laws formulated pursuant to Rule (6.1)(d)(i).
- (d) “**Region**” means a Region of the Association so designated by the Council pursuant to Rule (5.2).
- (e) “**Officer(s)**”. In respect of the Association or any Region means and includes the President, both Vice Presidents, the Secretary, Treasurer and the Immediate Past President. For the avoidance of doubt “**Officer**” does not for the purposes of these Rules have the wider meaning attributed to it by s3 of the Act.

**III STATEMENT OF OBJECTS**

The objects of the Association are to:

- (a) develop and improve the level of professional competence and practice in the field of tertiary education administration and management by providing courses, conferences, interactive web sites and publications to members, non-members or those with an interest in the tertiary or higher education sectors;
- (b) provide professional development guidance and further the professional interests of tertiary education administrators and managers;
- (c) recognise in appropriate ways outstanding contributions to tertiary education administrative and management practice;
- (d) encourage, develop and implement educational programs and services for any persons in Australia and New Zealand either by way of ATEM providing the services or via making a donation to an educational institution which has similar educational outcomes.

**IV RULES**

**(1) POWERS**

The Association has power to do anything that helps to further its objects.

**(2) MEMBERSHIP**

- (2.1) To be qualified as a member, a person must consent and must, in the opinion of the Council:
- (a) be suitable; and
  - (b) have a sufficient connection with tertiary education administration and management.
- (2.2) Guidelines may establish:
- (a) classes of membership;
  - (b) criteria for each class of membership;
  - (c) conditions applicable to each class of membership; and
  - (d) procedures for declaring a person to be a member.
- (2.3) A suitably qualified person who wishes to become a member shall make application to the Association in such form as the Council may determine and any such application shall be considered by the Council which shall have power to admit the applicant to membership and the decision of the Council shall be final.
- (2.4) The Association Secretary shall maintain a Register of Members in accordance with the provisions of s67 of the Act.
- (2.5) A member wishing to resign must give written notice to the Association Secretary.

**(3) ANNUAL SUBSCRIPTION**

- (3.1) (a) On admission a member must pay the annual subscription to the Association.  
 (b) The annual subscription which is the principal source of the Association's funds shall be fixed by the Council of the Association. A special fee shall be set for corporate membership.
- (3.2) No subscription shall be payable by a member where a Guideline provides that the class of membership to which such member belongs is exempt from payment of the annual subscription.
- (3.3) No subscription shall be payable by Institutional Coordinators.
- (3.4) The Council of the Association may terminate the membership of a member who does not pay a debt to the Association within six months of the due date.

**(4) PATRON**

The Council may invite a person to become a patron of the Association for a term of up to three years. This power may not be exercised by Regions.

**(5) STRUCTURE OF THE ASSOCIATION****(5.1) COUNCIL**

- (a) The Council is the body which is described and referred to in the Act as “the Committee”
- (b) The Council shall comprise –
  - The President
  - Two Vice Presidents
  - Association Secretary
  - Association Treasurer

all of whom shall hold office from the end of the annual general meeting at which they were elected to the end of the annual general meeting two years later. Initially the Council shall comprise those persons holding office in the designated positions as at the date of incorporation of the Association.

- All Chairs of Regional Professional Development Committees (who each may nominate a person to attend a Council meeting in their stead)
  - Two members, who will be co-opted by Council on two-year, staggered terms and who shall be known as Councillors.
  - The Immediate Past President of the Association, who will hold office for one year which immediately follows his or her completion of the term of office as President.
- (c) The President, Immediate Past President, both Vice Presidents, Association Secretary, Association Treasurer and the two Councillors shall constitute the Executive Committee of the Association.
- (d) One year the President, one Vice-President and Association Treasurer are elected and the next the Association Secretary and the other Vice-President.
- (e) Unless otherwise resolved by Council, paid officers of the Association shall not be eligible to be elected to a position on the Council.

(5.2) **REGIONS**

- (a) The Council may constitute a region in a defined area in or out of Australia comprising the members living in that area provided that the Council may resolve that a region be dissolved where in its sole discretion it determines that dissolution is appropriate.
- (b) Each year a region must elect a member to be the
- Chair of the Regional Professional Development Committee (Regional Committee), for a two year term; and
  - Members of the Regional Professional Development Committee (who may also be Institutional Coordinators) to be elected on two year staggered terms.
- (c) The officers referred to in (b) shall be, together with the Immediate Past Chair, the Regional Professional Development Committee.
- (d) Each institution with a minimum of five individual financial members shall be eligible to be represented by one member who shall be known as the Institutional Coordinator, and their appointment shall be coordinated by the Association.
- (e) Institutional Coordinators may attend Regional Professional Development Committee meetings.
- (f) Each Regional Committee shall be responsible for
- Developing and running professional development programs appropriate to the region, including programs that provide members in the region with an understanding of the tertiary education context in which they work; and
  - Supporting members in the region in their career development, including mentoring; and
  - Facilitating networking among members in the region; and
  - Promoting institutional and sector citizenship among members in the region.

- (g) Each region shall be regulated and governed and shall carry out its functions in accordance with these Rules with such modifications as are necessary to make the Rules applicable at regional level and ignoring such Rules as are clearly referable only to the Association in its plenary function or to the Council. In the event of doubt or dispute arising as to the applicability of Rules to the operation of a region or to the proper procedure to be followed by a region in the furtherance of its activities, then the matter shall be referred to the Council whose decision shall be binding.
- (h) Where a region(s) is established outside Australia and is therefore subject to the legislative requirements of that country, that region may apply to the Council for permission to obtain separate incorporation and the Council may, in its sole discretion, grant such application. In that event the Statement of Objects and Rules or other constitutional document of the Region shall be subject to the approval of the Council and in considering such approval, the Council shall have regard to the requirement that such rules or other constitutional document should reflect the provisions of these Rules as closely as the law applicable in the relevant region will allow.

## **(6) GENERAL RESPONSIBILITIES AND POWERS**

### **(6.1) COUNCIL**

The Council is responsible for managing the affairs of the Association and shall exercise its powers to further the Association's objects. For example (but not by way of limitation) the Council:

- (a) shall represent the Association in all things;
- (b) shall co-ordinate the activities of the Association;
- (c) may formulate or recommend policy initiatives and updates to members;
- (d) has power to:
  - (i) make and amend by-laws to be called "Guidelines" (which must not be inconsistent with these Rules or the provisions of the Act) in relation to the membership and procedures of the Association. Initially the Guidelines shall be those set out as an appendix to these Rules;
  - (ii) acquire, mortgage or dispose of and deal with property (including intellectual property);
  - (iii) create and administer trust funds;
  - (iv) appoint and remove personnel and fix their conditions;
  - (v) borrow money but if the lender is a Member, the rate of any interest payable must not exceed the interest rate being charged by the Association's bank on overdrawn current accounts;
  - (vi) establish regional or special interest groups;
  - (vii) delegate within the Association (but not this power of delegation).

### **(6.2) DISCIPLINARY POWERS OF COUNCIL**

The Council may terminate membership in circumstances where a member has given cause, for example, where a member has been guilty of willfully infringing these Rules or engaging

in conduct injurious to the Association **provided that** the rules of natural justice are complied with and the following procedure is observed:

- (a) Where termination is being considered, the member concerned must be given notice to show reason within thirty days why membership should not be terminated.
- (b) The notice must provide enough detail to allow the member to respond fairly such response to be in writing.
- (c) The Council must consider the member's response and if it decides to continue with termination, it must give the member a written invitation to resign within thirty days.
- (d) If the member has not resigned within thirty days, by vote of two thirds of those participating the Council may terminate membership.
- (e) For the avoidance of doubt the power to terminate membership for cause may be exercised by a Region Executive Committee in respect of a member of that Region.

#### (6.3) EXECUTIVE COMMITTEE

The Executive Committee may act in place of the Council unless the Council has resolved that it must not do so in specific cases or in specified circumstances.

### (7) VACATION OF OFFICE

- (7.1) A person stops being an officer or member of the Council who resigns or otherwise ceases to be a member of the Association.
- (7.2) Except in the case of a person holding office or membership of the Council by virtue of being a Regional Chair, the Council may remove a person from office or membership of the Council.
- (7.3) Except in the case of a Regional Chair, if a casual vacancy arises in the Council the remaining members of Council must appoint a member to fill the vacancy.
- (7.4) If a casual vacancy arises in a Regional Committee or a position is unfilled by election, its remaining members must, appoint one of their number to fill the vacancy;
- (7.5) A person filling a casual vacancy holds office until the end of the term of the person replaced.

### (8) MEETINGS

#### (8.1) ANNUAL GENERAL MEETING

- (a) An annual general meeting must be held once each calendar year within the period of five months beginning at the end of the Association's most recently ended financial year. Twenty one clear days notice of all general meetings must be given by e-mail to all members. The notice shall contain any notices of motion of which the Association Secretary is aware that it is intended to put to the meeting.
- (b) The annual general meeting:

- (i) receives and considers financial statements, the report of the Council and the report of the auditor;
- (ii) declares who are elected to the Council
- (iii) appoints an auditor who shall have the duties set out in s75 of the Act;
- (iv) approves a budget for the next financial year;
- (v) transacts other business brought forward by the Council (the Council shall have a discretion as to whether to bring forward any matter referred to it by a region).

**(8.2) EXTRAORDINARY GENERAL MEETINGS**

The Council may convene an extraordinary general meeting of the Association and the Association Secretary must do so at the written request of twenty members.

**(8.3) QUORUM**

A quorum of a general meeting of the Association is twenty members. If a quorum is not present within half an hour of the appointed time, the meeting shall be dissolved.

**(8.4) PROCEDURE OF GENERAL MEETINGS**

The President or, in the absence of the President, a Vice President shall preside. If none of these are present, the meeting shall choose a chairperson. Voting shall be on the basis of one member, one vote and in accordance with any detailed procedures set out in the Guidelines. Voting by proxy shall be permitted. Meetings may be conducted by any electronic means of communication.

**(8.5) COUNCIL MEETINGS**

- (a) The Council must hold meetings and may regulate their conduct. The quorum is one half of all the persons who currently comprise the Council. The President or, in the absence of the President, a Vice President shall preside. If they are absent, the members present may choose one of their number to take the chair. The Association Secretary must convene a meeting of the Council at the request of the President or a Vice President or any two of its members.
- (b) The Council and the Executive Committee may conduct its business by any electronic means of communication.
- (c) Proceedings of the Council or the Executive Committee and the actions of a member of the Council are valid even if there was some defect in the election or appointment of the Council or Executive Committee or person acting or any of them were not entitled to hold office.
- (d) A resolution in writing signed by two thirds of the members of the Council takes effect as if it had been passed at a meeting of the Council.

**(8.6) MEETINGS GENERALLY**

Accidental failure to give a member notice does not invalidate the business of a meeting.

**(8.7) REFERENDUM**

Should the Council decide that an issue exists which should be determined by the members of the Association as a whole, then the Council may elect to have the matter resolved by a referendum which shall be conducted in accordance with the Guidelines, provided that if so required by the Act the result of the referendum in order to be binding shall be ratified by a general meeting of the Association.

## **(9) ELECTIONS**

Elections for members of the Council shall be conducted by a Returning Officer appointed by the Association Secretary using postal or electronic means and on the principle that all members get the opportunity to make nominations and subsequently to vote. Any detailed procedures set by the Guidelines shall be observed unless otherwise determined in advance or subsequently ratified by the Association in general meeting.

## **(10) FINANCE**

- (10.1) The Association's financial year ends on the 31<sup>st</sup> day of December.
- (10.2) The Association must keep a bank account with a banking institution nominated by the Council.
- (10.3) All cheques must be signed by at least two officers.
- (10.4) All money received must be paid to and promptly banked by the Association Treasurer.
- (10.5) The Association Treasurer may maintain on the imprest system an amount of petty cash determined by the Council.
- (10.6) Except for petty cash recoupment, cheques must be crossed "not negotiable" or "not transferable".
- (10.7) The Council must maintain proper accounts of their financial transactions.
- (10.8) At all Council meetings the Treasurer must table a list of payments since the last meeting giving details required by the Council.
- (10.9) The Council must cause the Treasurer to prepare reports of income and expenditure for each calendar year and a statement of financial position for submission to the auditor. They and the accounts must be submitted for audit in sufficient time for the audit to be completed in accordance with the provisions of s74 of the Act which provides that completion shall be at least fourteen days before the audited statement of the accounts is required to be presented at the annual general meeting of the Association pursuant to s73 of the Act.
- (10.10) The assets and income of the Association must only be applied for the objects of the Association and must not be distributed directly or indirectly to members or former members except as bona fide compensation for services rendered or expenses incurred on behalf of the Association.
- (10.11) The Council must prepare a budget, which includes provision for the activities of each Regional Professional Development Committee, for consideration at the annual general meeting. Once a budget is approved, all expenditure must be in accordance with it although the Council may review the budget during the year in the light of unforeseen contingencies provided the total expenditure in that case is no greater than 120% of the approved budget.

- (10.12) The Association Secretary shall have custody of the books, records, documents and securities of the Association. On reasonable notice to the Association Secretary a member may inspect the financial records during normal office hours.
- (10.13) The investment of any surplus funds of the Association shall be in the hands of the Council who shall have such powers of investment as are given to trustees in accordance with the general law. Any separately constituted region shall be bound by the investment and funding decisions of the Council.

#### **(11) AMENDMENT OF RULES**

These Rules may be amended by special resolution of the Association in general meeting but the provisions of ss33 and 70 of the Act must be observed.

#### **(12) DISSOLUTION OF ASSOCIATION**

The Association may be wound up voluntarily in the manner prescribed by s88 of the Act which requires a special resolution of the Association in general meeting. Members of the Association shall not be liable to contribute towards payment of its debts and liabilities. All remaining assets of the Association will be distributed to the Association for Tertiary Education Management Foundation Ltd as a deductible gift recipient.

##### **Property to suitable educational body**

If at the time of dissolution the Association for Tertiary Education Management Foundation Ltd is not classified as charity by the Australian Tax Office the remaining property must be given to one or more institution(s) which is mentioned in the tables in section 30-25 of the Income Tax Assessment Act 1997 (Cth).

#### **(13) COMMON SEAL**

The Association shall have a Common Seal which shall be in the custody of the Association Secretary. The seal shall not be affixed to any instrument except in pursuance of a resolution of the Council or the Association in general meeting and in the presence of two officers of the Council.

#### **(14) INDEMNITY**

The Association indemnifies its officers, Councillors and Regional Committee Members against liability incurred while acting in good faith carrying out or attempting to carry out Association business.

## APPENDIX

### GUIDELINES

Except where otherwise indicated, these were approved by referendum in  
November 1999 and came into effect in January 2000

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#### 1 REGIONS

The boundaries of the regions shall be as shown on the map appended to these guidelines.

#### 2 MEMBERSHIP CLASSES

*As amended by Council September 2004*

- (a) A person may be allocated to a class of membership in accordance with this guideline.
- (b) Council may declare eligible persons, as defined in clause (f), to be:
  - (i) Student Members
  - (ii) Members
  - (iii) Associate Fellows
  - (iv) Fellows
- (c) Council (not a Regional Committee) may declare an eligible person to be an Honorary Fellow because of having rendered distinguished service over an extended period to the Association or tertiary education administration.
- (d) Council (not a Regional Committee) may declare an eligible person (who may be a Member) an Honorary Member because of having rendered distinguished service to the region or tertiary education relevant to the region.
- (e) Council may declare an institution to be a corporate member. Corporate members shall have the right to nominate up to five employees who shall have the same rights and privileges as ordinary members.
- (f) Members who have retired from the tertiary education sector may become Emeritus members. This class of members shall have their own charter and Convenor which shall be approved by Council.
- (g) Only Members under paragraphs (b) and (e) pay the annual subscription, unless their subscription is waived due to being an Institutional Coordinator.
- (h) Eligibility to the membership classes is:
  - (i) Student Membership  
 Student Membership is available to any current full-time student. Evidence of full-time study will be required for each year of student membership.  
  
 Student Members receive the full range of member benefits, but are not eligible for grants, scholarships or voting rights. They pay half the full membership fee.
  - (ii) Member

Available to any person working in, or with an interest in tertiary education management. Members receive the full range of member benefits including eligibility for grants, scholarships and voting rights.

A member is entitled to use the post nominal ATEMM.

(iii) Associate Fellow

Associate Fellow membership is available to those who possess a degree and/or equivalent professional career knowledge, skills and experience in tertiary education management.

Applicants for Associate Fellowship must have been a Member of ATEM for a minimum of one year. Applicants must provide evidence of a minimum of three years experience within the field of tertiary education management. The applicant is also required to have held a position of management or leadership for a minimum of two years.

Associate Fellows are required to complete a minimum of thirty (30) hours of continuing professional development (CPD) per annum.

Associate fellows are entitled to use the post nominal ATEMAF.

(iv) Fellow

To be considered for a Fellowship of ATEM, a person 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. Leadership and service to the tertiary education community over at least five years must also be demonstrated.

Fellows are required to complete thirty (30) hours CPD per annum.

Fellows are entitled to use the post nominal ATEMF.

### 3 VOTES OF MEMBERS

- (a) In this Guideline “**President**” includes a reference to the person chairing the meeting.
- (b) Voting may be by voices or a show of hands and every Member involved in the meeting has one vote.
- (c) The President, or three Members, may demand a poll (by voices or a show of hands) either before or after the result of a vote is declared.
- (d) The President declares how a poll is to be conducted so that every Member involved in the meeting in person or by proxy has one vote.
- (e) When votes are equal on a show of hands or on a poll the President has a casting vote.

### 4 REFERENDUM

- (a) Where the Council has resolved to hold a referendum the Council causes to be sent to Members
  - (i) a voting form that enables Members to vote for or against the question to be determined;

- (ii) a statement of why the Council believes the action planned should be taken; and
  - (iii) notice of the date and time by which completed voting forms must be received by the Association Secretary in order to be counted (being at least ten days after voting forms are sent).
- (b) The Association Secretary appoints two or more Members as scrutineers to count the referendum and report the result.
  - (c) The Association Secretary informs Members of the result.
  - (d) The result of a referendum is not invalidated because:
    - (i) a Member fails to receive material; or
    - (ii) there is an unintentional failure to send a Member material.

## 5 ELECTIONS

- (a) **RETURNING OFFICER**
  - (i) The Association Secretary appoints a Returning Officer who must be a Member but not a candidate for office. If not a candidate the Association Secretary may be Returning Officer.
  - (ii) If the Returning Officer stands for another office there is a casual vacancy which the Association Secretary fills immediately.

- (b) **TIMETABLE**

Elections are run each year according to the timetable set out below:

Action to be taken	Date
Appointment of Returning Officer	Before 1 February
Call for nominations	At 1 February
Nominations close	At date set in notice between 15 and 23 February
Ballot papers sent	By 1 March
Ballot closes	On 1 April

- (c) **NOMINATIONS**
  - (i) The Returning officer issues a notice that:
    - calls for nominations for offices falling vacant;
    - sets the date on which nominations close; and
    - specifies the format for nominations.
  - (ii) Nominations contain:
    - the name of a nominator and seconder and the candidate; and
    - a statement that the candidate accepts nomination.
  - (iii) Nominations must reach the Returning Officer by the date and time specified.

(iv) With a nomination a candidate may provide a statement of up to 200 words for distribution to voters. At its discretion the Executive may edit a Statement to the extent it believes necessary to ensure the Statement is not derogatory to the Association or a person.

(v) The Returning Officer shall verify the details of the nomination. Before rejecting a nomination as defective the Returning Officer notifies the candidate of the defect, if possible in time to allow the defect to be remedied.

(d) **BALLOTS**

(i) If possible, offices are filled in the order – President, Vice President, Association Secretary, Association Treasurer. A person filling one office is not eligible for another.

(ii) If there are more eligible candidates for a position than vacancies, a ballot is run. Otherwise eligible candidates are declared elected.

(iii) If a ballot is to be run, the Returning Officer sends each Member (by post or electronic means):

- a ballot form authenticated by the Returning Officer naming candidates in random order and designed to allow voters to indicate numerically their order of preference; and
- a copy of any Statements from candidates.

(iv) An election is not invalidated by a ballot paper not being received.

To vote, Members indicate a preference for one or more candidates on the ballot form and submit the form to the Returning Officer by the date and time specified on the ballot form.

(v) The Returning Officer checks each voter is entitled to vote and keeps received ballot forms securely.

(vi) The Association Secretary appoints two Members who are not candidates as scrutineers to observe the counting of votes.

(vii) At the closing of the ballot the Returning Officer counts votes in the presence of the scrutineers. Before commencing the Returning Officer indicates to the scrutineers the method of counting to be used that will:

- be fair; and
- take account of the optional preferences of voters.

(viii) The Returning Officer may decide any question involving elections taking due account of the Constitution and Guidelines.

## 6 REMOVAL OF AN ELECTED OFFICER

*Adopted by Council resolution September 2003*

Disciplinary Powers are accorded to the ATEM Council under paragraph 6.2 of the ATEM Constitution.

This Guideline outlines examples of those breaches of duty and statutory obligations which may give rise to the President of ATEM being authorised to send a letter to the person breaching the rules, seeking an explanation as to why the Officer should not be removed from Office.

- (a) Failure of an Officer Bearer to appropriately discharge duties of their office as determined by the Council following an issue being drawn to Council's attention.
- (b) Failure to issue invoices for goods or services within a month of the goods or services being delivered.
- (c) Failure to bank cheques within a month.
- (d) Failure to pay invoices that are not in dispute within a month.
- (e) Failure to prepare and submit statements required by the Australian Tax Office or New Zealand Inland Revenue in a timely manner.
- (f) Failure to present the accounts of the Council to an Annual General Meeting.
- (g) Failure to report adequately on other programs of the Council at an Annual General Meeting.

## **Association for Tertiary Education Management Incorporated**

### **Funding of Initiatives and Reforms**

From 1 January 2008 the Association for Tertiary Education Management Incorporated (ATEM Inc) will commence a new era with the introduction of initiatives and reforms proposed by the ATEM 2010 Committee of Council. These changes have been designed to focus on ATEM Inc's core business of professional development.

In future ATEM Inc will have one budget, one set of accounts, and one Auditor. The Regions will have petty imprest accounts for sundry needs, but all major expenditure items will be provided for in the ATEM Inc budget. Also ATEM Inc will have one investment policy managed by Council's Financial Management Advisory Committee (FMAC) and the ATEM Secretariat. It will make its investments in Australia and New Zealand as appropriate.

With these new initiatives and reform will come a new funding structure for ATEM Inc. In brief, from 1 January 2008 the following changes will be introduced:

1. All subscriptions (personal and corporate) will be paid directly to ATEM Inc and accounted for and managed in the one accounting system through the Secretariat.
2. Funds currently held in various bank accounts at Branch level under the current structure will then be held in the ATEM Inc bank account, managed by the Secretariat, for the use of ATEM Inc as a whole.
3. The new Regions will establish three-year rolling budgets for professional development (PD) purposes and Council will agree to or modify the budgets submitted. Regions will then be funded at the agreed level, via the Secretariat, for the PD activities agreed on by Council.
4. The other initiatives will be placed in priority order and funded by ATEM Inc, via the Secretariat, in accordance with decisions made by Council.

#### **How will the Changes Work?**

**a) Change in financial year end**

The financial year will change from ending on 30 April each year to ending on 31 December. This will mean an eight month, interim, financial year ending on 31 December 2007.

**b) Council Funding to 31 December 2007**

To facilitate the continued funding of Council until the new structure is introduced on 1 January 2008, an interim arrangement has been made and the current Branches have been requested to contribute in line with an agreed formula.

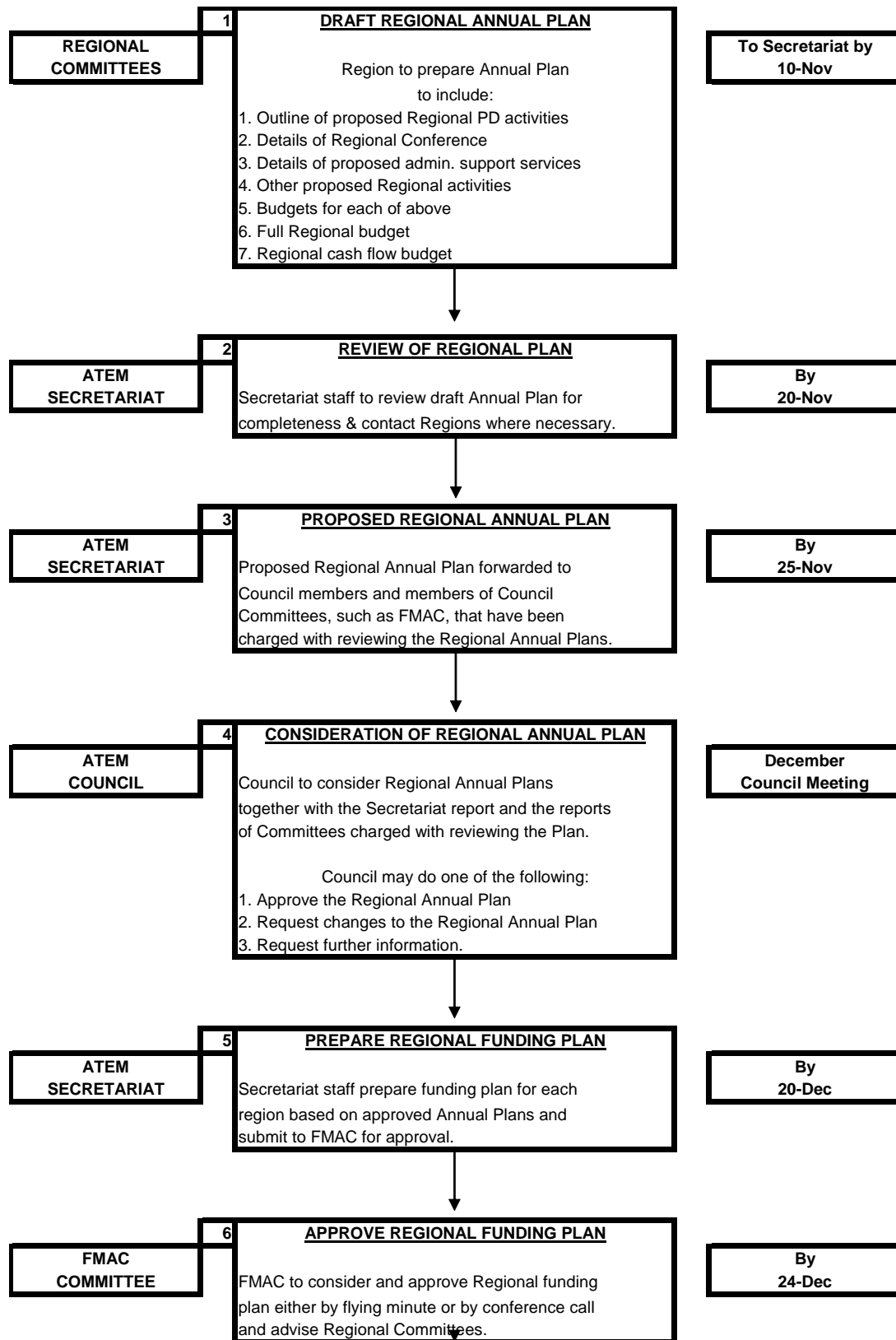
**c) Consolidated Bank Account**

Procedures are being developed by the Secretariat for the consolidation of ATEM Inc funds into a bank account managed by the Secretariat. Subsidiary bank accounts, such as one based in New Zealand, will be established as

deemed necessary by Council. The transfer should be completed by 1 March 2008.

d) **Funding of Regional Activities**

The following flow chart will illustrate how the funding of Regional activities will take place:



e) Funding Template

In order to make it easier for Regions and to ensure a common format for Council to use in assessing Regional Funding Plans, a funding template is being developed together with more details relating to the preparation of the Regional Annual Plans. A draft template is illustrated below:

### Summary Page

<b>Professional Development Programme Budget Summary Year 2008</b>		
<b>Title:</b>	0	
<b>Dates:</b>	0	
	Income Budget	-
	Expenditure Budget	-
	Surplus/(Deficit) Budget	-
<b>Title:</b>	0	
<b>Dates:</b>	0	
	Income Budget	-
	Expenditure Budget	-
	Surplus/(Deficit) Budget	-
<b>Title:</b>	0	
<b>Dates:</b>	0	
	Income Budget	-
	Expenditure Budget	-
	Surplus/(Deficit) Budget	-
<b>Title:</b>	0	
<b>Dates:</b>	0	
	Income Budget	-
	Expenditure Budget	-
	Surplus/(Deficit) Budget	-
<b>Title:</b>	0	
<b>Dates:</b>	0	
	Income Budget	-
	Expenditure Budget	-
	Surplus/(Deficit) Budget	-
<b>Grand Total of all Professional Development Programmes' Budgets</b>		
	Total Income Budgets	-
	Total Expenditure Budgets	-
	Total Surplus/(Deficit) Budgets	-

This summary page will be a consolidation of the budgets prepared for each PD activity that the Region plans to provide during the financial year. The individual PD budgets will be prepared using the following template:

Professional Development Budget		No. 1
Year 2008		
<b>Instructions:</b>		
1 Complete details in yellow coloured boxes.		
2 Add additional Income and Expenditure items as required.		
3 Totals will add automatically in lime coloured boxes.		
<b>Title:</b> [Yellow Box]		
<b>Dates:</b> [Yellow Box]		
<b>Income Budget:</b>		
Sponsorships	[Yellow Box]	
Registration Fees	[Yellow Box]	
Other Income	[Yellow Box]	
<b>Total Income</b>		[Lime Box] -
<b>Expenditure Budget:</b>		
Promotion	[Yellow Box]	
Stationery	[Yellow Box]	
Printing	[Yellow Box]	
Venue Hire	[Yellow Box]	
Audio Visual Hire	[Yellow Box]	
Other Hired Equipment	[Yellow Box]	
Speakers' Fees	[Yellow Box]	
Speakers' Expenses	[Yellow Box]	
Administration	[Yellow Box]	
Meals	[Yellow Box]	
Morning/Afternoon Teas	[Yellow Box]	
Other Expenses	[Yellow Box]	
<b>Total Expenses</b>		[Lime Box] -
<b>Surplus/(Deficit)</b>		[Lime Box] -

f) **Imprest Accounts**

Each Region will be entitled to apply to Council for an imprest account from which incidental expenses may be paid. The level of funds held will be determined by Council and will be topped up, as required, from the ATEM Secretariat. Procedures for the operation of imprest accounts in the Regions will be drawn up. The ease of accounting through the ATEM Inc Secretariat

should limit the need for large sums to be held in the Regional imprest accounts.

**When will Regions Receive Details on Developing Regional Plans?**

Following the September Council meeting the Association Treasurer and others will assist the ATEM Secretariat staff in the development of procedures to be used, and more detailed requirements for the preparation of Regional Annual Plans for consideration by Council.

It is planned that a Council meeting will be held in early December of this year to consider the 2008 Regional Plans and it is proposed that the Secretariat staff will have detailed instructions out to Regions as soon as possible but by the end of October at the latest. This should not prevent Regions from commencing their planning without delay.

Neil Voyce  
Association Treasurer

13 September 2007

**Review of Professional Development in  
Australian and New Zealand Tertiary Education  
Quotation submitted by  
Massaro Consulting Pty Ltd  
to the Council of the  
Association for Tertiary Education Management Inc  
September 2007**

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**BACKGROUND**

Since its inception in the mid 1970s the Association for Tertiary Education Management (ATEM) has been committed to the professional development of its members and today this is seen as its core business. While annual conferences have been conducted since 1977 and have been the backbone of a professional development programme, attempts at other centrally-led programmes have met with mixed success. Also, the type, number and quality of Branch-led programmes have not always been effective and consistent, depending largely on the enthusiasm and knowledge-base of Branch professional development sub-committees. In today's environment there are many more organisations, including universities, offering professional development programmes which are at times in competition with ATEM's offerings. To remain viable ATEM must continually assess its effectiveness and respond to ensure that it is appropriately addressing its members' needs. At various times the Association has been concerned to ensure that its members are able to have access to high quality programmes irrespective of their locations. However, an Association-wide professional development programme has not been feasible given the reliance on income from these programmes to support other activities of Branches. The recent decision to regionalise the Association and to provide access to a more consistent level of services has opened up the possibility once more for some form of Association-wide structure for the provision of professional development while leaving delivery to the Regions. Before embarking on the development of this new scheme, it is important to establish what is already being offered, the quality of those offerings and whether there are common needs that are

not being met. At the same time, it would be inappropriate to develop ATEM programmes in fields where there are good alternative providers with which ATEM could collaborate. Finally there are likely to be areas of professional development that are not being addressed at all and in which ATEM could play a significant role.

## **THE PROJECT**

ATEM has recently endorsed a series of changes to its operation which will impact on the way professional education and training is developed and offered by the organisation. In order to inform this development ATEM has agreed to contract a consultant to research and provide a comprehensive report outlining the opportunities, gaps and deficiencies in professional education and development in tertiary education in Australia and New Zealand.

The purpose of this project is therefore to:

- review the effectiveness of ATEM's current professional development programme and its delivery;
- conduct a training needs analysis with ATEM members to determine their training needs now and into the future;
- identify programmes offered by institutions and other providers;
- map findings against the newly developed set of ATEM capabilities;
- identify potential partners for delivery of the ATEM professional development programme;
- consider appropriate delivery modes for the ATEM professional development programme, particularly to cater for regional members; and
- consider the need for the establishment of a professional development reference group across vocational, further and higher education.

This proposal will outline an approach that combines:

- engagement with ATEM members to clarify issues and to seek their input;
- a thorough examination of institutions' and other providers' professional development programmes;
- an examination of relevant ATEM reports, documents and data that could provide some background and direction to the issues raised; and
- an assessment of the findings so as to propose a series of recommendations that are practical and achievable and that will meet ATEM's needs for a relevant and sustainable professional development programme.

## **PROJECT METHODOLOGY, PLAN AND OUTPUTS**

### ***INTRODUCTION***

The methodology devised by the consultants will use an evidence-based model of analysis, in which existing data will be assessed rigorously and new data collected, so that they can produce a report and a set of recommendations that meet the objectives of the review.

The consultants believe that they can achieve a successful outcome because they:

- have an intimate knowledge of ATEM and an understanding of the needs and priorities of the ATEM membership, including a long involvement in managing its staff development programmes;
- have a thorough knowledge of the Australian and New Zealand tertiary education systems;

- have a significant understanding of and experience in continuing professional education and training of tertiary education managers and administrators to gain the confidence of stakeholders in engaging in fruitful discussions;
- have the seniority and recognition which will be necessary to hold discussions with all stakeholders and to treat these with the tact required to elicit useful responses; and
- have the management expertise and a strategic focus which will enable them to report on findings, provide advice, and draft recommendations which are realistic and implementable.

### ***PHASE 1: PROJECT INITIATION***

*Agreement on detailed methodology, project management, liaison and reporting arrangements; approval of project work plan and deliverables; identify and request ATEM reports and data; confirm personnel to be consulted.*

It is suggested that a small Steering Group of the Council be established with the task of supervising the Project and providing advice to the consultants, and that from within that Group a person be assigned the responsibilities of Project Manager. Immediately after signing the contract and negotiating a project start date, the project objectives will be clarified with the Steering Group. A detailed project plan, including deliverables and a strategy for keeping the Council informed of the consultants' progress on the project, will be prepared. Establishing a regular and predetermined set of meeting times is recommended for the Steering Group. During this phase and in discussion with the Project Manager, key reports, documents and data will be identified which the consultants will require in preparation for the next phase.

**Consulting days:** 2

**Deliverable:** Agreed Project Plan

**Steering Group Meeting 1:** To clarify and decide on strategic and operational issues

### ***PHASE 2: DESK RESEARCH AND DATA GATHERING***

*Familiarisation with professional development programmes and providers, and ATEM capabilities; review major reports and documents.*

This phase will consist of reading, research and data gathering, working from the offices of the consultants in Melbourne. It will include reviewing the websites and other materials of some sixty organisations, including:

- ATEM;
- Australian and New Zealand universities;
- Universities Australia;
- New Zealand Vice-Chancellors' Committee;
- TAFE Directors Australia;
- The Institutes of Technology and Polytechnics of New Zealand; and
- other (than ATEM) professional associations (eg. TEFMA, IEAA, ADAPE, AAIR, ISANA, ANZSSA, CAUDIT, AITD, AIM)

to identify the professional development programmes offered by them. In instances where information is not readily available, direct approaches will be made to the organisations.

Based on this research, and taking into account the issues and objectives identified for the Project, a discussion guide will be drafted to assist interview discussions with selected Branch committee members responsible for professional development programmes.

By the end of this phase it will be expected that the scheduling of appointments will have been finalised. Prior to meeting the stakeholders each will be provided with a written explanation of the Project (Project Brief).

**Consulting days:** 17

**Deliverable:** Summary of findings

**Steering Group Meeting 2:** To clarify any issues arising from the desk research

### ***PHASE 3: HOLD CONSULTATIONS AND DESIGN AND PREPARE MEMBER SURVEY***

*Collect views and perspectives from consultations; validate and elaborate on findings from the data gathering phase; develop member survey instrument.*

**PHASE 3A** - It is proposed to conduct a series of telemeetings with Branch committee members responsible for professional development programmes. Information to be sought will include such things as:

- programme attendance statistics;
- views on existing and potential programme delivery partners;
- views on implementing a regional professional development programme and the relationship with the central programme; and
- views on the need for the establishment of a professional development reference group across vocational, further and higher education.

**PHASE 3B** - Based on the information gathered in Phase 2, and taking account of the information obtained from Phase 3A, a survey instrument will be developed to be sent to all ATEM members to ascertain such things as:

- the level of their involvement in professional development programmes;
- their satisfaction with offerings;
- timing, duration and method of delivery of programmes;
- adequacy of presenters;
- preferred certification for participation/completion; and
- gaps that need to be filled.

At the end of this Phase the questionnaire would be sent to all ATEM members with an explanatory document. It is proposed that the questionnaire be forwarded to members electronically, and that it be completed and returned electronically. For this, the assistance of the ATEM Secretariat will be required.

**Consulting days:** 8

**Deliverable:** Questionnaire and summary of briefings with Branch professional development programme convenors

**Steering Group Meeting 3:** To report on consultations and present questionnaire  
Receipt of responses from ATEM members

#### **PHASE 4: DATA ANALYSIS**

*Analysis of the data obtained via the desk research, survey and consultations with stakeholders.*

The receipt of responses from ATEM members is likely to take some time unless respondents are contacted regularly and encouraged to respond. The Secretariat's assistance will be required to remind members via the *Weekend Update* to complete the survey.

In this phase, the consultants will bring together the results of their data collection and analysis. Consistency and commonality of views will be tested: Association-wide or Branch/Region specific issues will impact on the significance and priority of possible recommendations. This phase may highlight the need to collect supplementary information from some stakeholders.

In analysing the information, the consultants will take account of the objectives and desired outcomes of the Project Brief.

**Consulting days:** 10

**Deliverable:** Summary of findings

**Steering Group Meeting 4:** To present initial findings from responses to the survey of ATEM members

#### **PHASE 5: PREPARATION AND PRESENTATION OF DRAFT REPORT**

*Prepare draft report which addresses the objectives of the project.*

In this phase, the consultants will bring together the results of their data collection and analysis. In compiling the Draft Report, attention will focus on the objectives and required outcomes identified in the Project Brief:

- effectiveness of ATEM's current professional development programme and its delivery;
- identification of ATEM's training needs now and into the future;
- identification of programmes offered by institutions and other providers;
- map findings against the newly developed set of ATEM capabilities;
- identification of potential partners for delivery of the ATEM professional development programme;
- consideration of appropriate delivery modes for the ATEM professional development programme, particularly to cater for regional members; and
- consideration of the need for the establishment of a professional development reference group across vocational, further and higher education.

The consultants will present the Draft Report to a meeting of the Council. Findings and draft recommendations will be tested and meeting notes will be taken to assist in the preparation of the final version of the Report. The meeting may highlight the need to seek clarification from some stakeholders.

**Consulting days:** 6

**Deliverable:** Draft Report

**Council Meeting:** To present and discuss Draft Report

## ***PHASE 6: SUBMIT FINAL REPORT***

*Final report to the Council taking into account the comments made on the draft report.*

After taking account of the final comments received and making any changes to the draft the final version of the Report (electronic format and hardcopy) will be submitted to the Council.

**Consulting days:** 2

**Deliverable:** Final Report

## ***PROPOSED TIMEFRAME***

The consultants are available to commence the project from 1 October 2007 and envisage that it may take between five to six months to complete given the summer vacation period. On signing the contract the actual commencement and end dates will be negotiated.

Once the project has commenced, regular assessments of progress will be made and reported to the Project Manager, including information about issues that may be hindering the progress of the assignment.

It is assumed that key stakeholders will be available for consultations according to the agreed project timeframe, acknowledging that there will be various and significant activities and deadlines which may impact on the ability of university staff to engage in discussions and complete the survey.

## ***PROJECT PLAN***

### **Major Tasks, Deliverables and Indicative Dates**

The Project Plan below outlines the key activities, the deliverables and **indicative** dates (including Steering Group meetings) of when the activities will take place and deliverables produced.

#### **ID Task & Activity Start Finish Days Predecessor**

**Project Initiation Mon 1/10/07 Fri 12/10/07 2**

2 Sign Contract Mon 1/10/07 Mon 1/10/07

3 Steering Group meeting 1 – to refine project plan, identify key documents, confirm Association members to be consulted

Mon 8/10/07 Mon 8/10/07 2

4 Produce Project Plan Fri 12/10/07 Fri 12/10/07 3

#### **Research and Data Collection and Review**

**Mon 15/10/07 Wed 21/11/07 17**

7 Collect and summarise information, documents

Mon 15/10/07 Fri 9/11/07 3

8 Arrange meetings with Branch PDP convenors

Mon 22/10/07 Fri 9/11/07 3

9 Produce summary of programs Mon 12/11/07 Fri 16/11/07 7  
 10 Steering Group meeting 2 –  
 present summary of findings and  
 clarify issues arising  
 Wed 21/11/07 Wed 21/11/07 9

### **Consultations and Preparation of Survey**

**Mon 19/11/07 Fri 7/12/07 8**

13 Conduct consultations with  
 Branch PDP convenors  
 Mon 19/11/07 Fri 23/11/07 8

14 Produce member survey Mon 26/11/07 Fri 30/11/07 9, 13

15 Steering Group meeting 3 –  
 briefing on consultations with  
 Branch PDP convenors and  
 present survey

Wed 5/12/07 Wed 5/12/07 13, 14

16 Despatch survey Fri 7/12/07 Fri 7/12/07 15

**18 Deadline for receipt of data from  
 members  
 Fri 18/1/08 16**

### **Analysis of Responses Mon 21/1/08 Wed 20/2/08 10**

21 Analyse responses from members Mon 21/1/08 Fri 25/1/08 13, 18

22 Prepare summary of findings Mon 28/1/08 Fri 1/2/08 21

23 Steering Group meeting 4 –  
 present summary of findings  
 Wed 6/2/08 Wed 6/2/08 22

### **Draft Report Thur 7/2/08 Mon 25/2/08 6**

26 Prepare Draft Report Thur 7/2/08 Fri 15/2/08 7, 21

27 Deliver Draft Report Mon 18/2/08 Mon 18/2/08 26

28 Present Draft Report to Council Mon 25/2/08 Mon 25/2/08 27

**30 Council to review Mon 25/2/08 Fri 29/2/08 28**

### **Final Report Mon 3/3/08 Fri 7/3/08 2**

33 Amend and finalise Report Mon 3/3/08 Thur 6/3/08 30

34 Deliver Final Report Fri 7/3/08 Fri 7/3/08 33

## **THE CONSULTANTS**

**Massaro Consulting Pty Ltd** specialises in providing advice to universities, TAFE institutes, schools and governments on strategic policy, management and planning. The company also provides advice to private providers and governments on the development of new private universities, including issues of accreditation and quality assurance. In association with partner organisations, the company conducts feasibility and planning studies for the off-shore development of educational facilities. Massaro Consulting also provides advice on medical education.

Using the team's complementary skills, knowledge of education and management and an understanding of policy and the operational environment, Massaro Consulting can:

- investigate and diagnose a scoped issue or problem;
- carry out defined research, reviews or evaluations; or

□ provide independent advice, information and creative solutions to assist its clients in management and organisational decision-making.

Massaro Consulting was established by Vin Massaro and Lorraine Perry. They have extensive experience working at senior levels in and with education institutions and education ministries in Australia and internationally. Their areas of expertise include:

- higher education planning, policy and management;
- strategic organisational reviews;
- strategic policy advice at government and institutional levels;
- quality assurance systems in national and international contexts;
- installation of institution-wide management information systems;
- medical and specialist education;
- planning advice for the establishment of higher education institutions and schools;
- specification and supervision of major building developments.

### ***PROJECT PERSONNEL***

This project will be undertaken by Professor Vin Massaro, Managing Director of Massaro Consulting Pty Ltd, and his colleague Mrs Lorraine Perry. They have a long history of working together and, with complementary skills, will provide qualitative enhancements to the project, as well as ensuring that the project is managed effectively and within the stipulated timelines and budget.

They bring to the project extensive experience and knowledge of Australian and international education systems having held senior roles in several universities, other educational institutions and government agencies. They have conducted research and assessed current research, and undertaken reviews for their own organisations and for clients. They have therefore been exposed to a range of different approaches to organisational structures, strategic planning, financial forecasting and budget planning and internal and external communication strategies. As will be evident from the brief personal profiles below, that experience has been gained at all levels of major and complex organisations.

Both consultants have had a long association with ATEM, including as office holders at Branch and Association levels and as professional development co-ordinators. Vin has been an active member of the Association since its inception, was a founding Editor of its Journal and Editor for its first twenty years, and served as Association Vice-President and President, as well as serving on the Victorian Branch Executive in several roles, including President over many years. He is an Honorary Fellow of the Association. Lorraine has been a member of the Association since 1983 and has served as Association Secretary, Vice-President and Member at Large, and on the Western Australian and Northern Territory Branch Executives, including a period as WA Branch Secretary. She has received the Association's Meritorious Service Award. Both have been involved in the organisation of ATEM Conferences on several occasions.

### ***Professor Vin Massaro***

Vin commenced his senior management career in 1980 as Registrar of Lincoln Institute of Health Sciences in Melbourne where he was a member of the senior

management group providing high level policy advice and subsequent implementation.

From there he moved to the Victorian State Board of Education as its foundation Chief Executive where he advised the Minister on education policy: structural review of the operations of the Department which led to a major restructuring to meet the needs of government and the education system; impact of emerging technologies; and producing ministerial papers on changes to the Victorian education system.

In 1986 he was appointed as the Merger Consultant to effect the merger of La Trobe University and Lincoln Institute of Health Sciences, which required strong liaison and diplomatic skills to deal with a range of stakeholders, including state and federal ministers, parliamentarians and trade unions.

From there he moved to the Australian Vice-Chancellors' Committee as Director of Planning and Development in 1988 during a period of major government reform in higher education.

From 1989 to 1997 he was Director of Administration and Registrar at Flinders University, responsible for the international office, academic services, human and physical resources, public relations, and information technology. He had responsibility for planning the introduction and establishment of a Law faculty at the University and for developing a branch campus of the University's medical faculty in Darwin. His international responsibilities involved the development of links and courses with several universities and private providers in Malaysia and Singapore. He was also Chairman of Flinders Consulting Pty Ltd and Flinders Reproductive Medicine Pty Ltd.

After a period working as an independent consultant on assignments dealing with strategic management, performance management and adviser on off-shore educational facilities, he was appointed in 1999 as Chief Executive of the Royal Australasian College of Surgeons, where he also gained experience in dealing with national competition policy and medical indemnity insurance. Again in this role, he had considerable contact with medical education providers in the South-East Asian region, especially Singapore, Malaysia, Hong Kong and Indonesia.

In 2003 Vin was appointed Executive Dean of the School of International Development at Melbourne University Private. The School offered postgraduate courses and undertook international projects, consultancies and research in the areas of health, education, law and governance and higher education capacity building.

In 2005 Vin co-established Massaro Consulting Pty Ltd. Concurrently, he holds the position of Professorial Fellow in the Centre for the Study of Higher Education at the University of Melbourne.

During the period 1994 to 1999 Vin was a consultant to the OECD on Quality Assurance in Higher Education. He has participated in studies of higher education quality assessment and the impact of external quality assessment and best practice models in quality measurement and assurance. He has worked in France, Mexico, Malaysia, the Middle East, Italy and Sweden. He is an expert member of the Internationalisation Quality Review Panel (joint organisation of the European University Association, the Academic Cooperation Association and the Institutional Management and Higher Education Division of the OECD). Vin has published widely both in Australian and international journals and jointly authored books on educational management, planning and quality assurance. He is regularly invited to present papers internationally on these topics.

Vin gained his PhD from Monash University, Melbourne, in 1980. He is a Fellow of the Australian Institute of Management and the Australian Institute of Company Directors; an Honorary Fellow of the Association for Tertiary Education Management; and a member of the Australian College of Education and the American Association for Higher Education. He has had a long-standing involvement with the Association for Tertiary Education Management and has held the positions of Association President and Victorian State President. He was also co-founder of the Association's *Journal of Higher Education Policy and Management*, served as its Editor for twenty years and remains a member of its Editorial Board.

### **Lorraine Perry**

Lorraine commenced her career as a secondary school teacher and then moved into tertiary education administration. She has worked in central and faculty administration in seven universities (University of Melbourne, Curtin University of Technology, Victoria University, Royal Melbourne Institute of Technology, Northern Territory University, Deakin University, Melbourne University Private), two institutes of technology (Western Australian Institute of Technology, Footscray Institute of Technology) and one private college (Royal Australasian College of Surgeons) throughout Australia spanning a period of 28 years.

Her areas of expertise include academic policy and procedure advice, development, implementation and review; strategic planning; government (and agencies) relations; faculty management; records management; resources planning and management (human, financial, computer systems and facilities – buildings and campus); course accreditation; international student and programme management; research management and graduate student affairs; public relations and marketing (including academic publications); student administration and student services; and change management and business improvement.

Holding senior positions of Academic Secretary, Assistant Registrar, Director of Academic and Student Services, Deputy Registrar, Faculty General Manager and Director of Higher Education Capacity Building have provided her with extensive senior management experience and the ability to interact within and across a variety of organisations at all levels. These positions, which have primarily been in the central administration of institutions, have meant that Lorraine has a thorough understanding of Australian higher education laws and regulations from both government and institutional perspectives. Familiarity with overseas higher education regulatory systems has been gained by working in the international operations of several institutions. She has undertaken assignments in the Middle East, Taiwan, Hong Kong, Thailand and Sri Lanka.

Lorraine gained her BA and DipEd from the Western Australian Institute of Technology (now Curtin University of Technology). She is a longstanding member of the Association for Tertiary Education Management and has held the positions of Secretary and Vice-President.

### ***THE CONSULTANTS' EXPERIENCE***

The range of successfully completed consultancy services and projects reflects both the team's knowledge of education, training, management and an understanding of the

policy and operational environment at all levels. Assignments that have been successfully completed by the consultants or are in progress include:

### **Strategic planning and institutional positioning**

- Australian Council for Private Education and Training – advice and lobbying to gain FEE-HELP support for its member institutions and, following the government’s approval, on the implementation of the decision.
- Victoria University – strategic advice on a new vision for health education and training.
- Victoria University and the University of Melbourne – to explore the most appropriate relationships in health and education between the two universities to maximise their complementary capabilities and provide advice on the most effective collaborative partnerships to achieve this.
- Victoria University, the University of Melbourne and Western Health – advice on the development of teaching, training and research facility for health education at Sunshine Hospital.
- The University of Melbourne and Epworth Hospital - advice on the development of a clinical school, including lobbying and negotiating funding from government.
- RMIT University – strategic advice on student recruitment campaign (in association with Royce Communications).
- The University of Melbourne – strategic advice on new developments; commercialisation; strategic directions; international projects; medical education; strengthening Asian Studies and Asian engagement; the closure of Melbourne University Private.
- Melbourne University Private – strategic advice on the University’s application to retain university status.
- The City of Wangaratta – development of a corporate strategic plan.
- The Shire of South Gippsland – development of a corporate strategic plan.
- Xavier College, Melbourne - development and implementation of a new vision for the College; restructuring its management and teaching structures; review of fundraising and marketing, capital development, performance appraisal and enterprise bargaining.
- With J. Walter Thompson – development of a strategy for increasing the number of study abroad university students studying in the Middle East.
- Wenona School, Sydney – development of a new strategic plan.
- Northern Territory government – development of a health delivery strategy.
- The Northern Territory government - advice on the provision of medical specialist services and the export of health services.

### **Institutional establishment**

- The University of Melbourne – advice and lobbying for funding to establish the L.H. Martin Institute for Higher Education Leadership and Management, followed by an engagement to establish the new Institute.
- Australian and New Zealand Association of Oral and Maxillofacial Surgeons – advice, including a business case, for the establishment of a new specialist College of Oral and Maxillofacial Surgery.
- Faculty of Medicine, Dentistry and Health Sciences, University of Melbourne – advice on the establishment of a new Centre for Health Workforce Research, Innovation and Development.

- The Al Khajah Group Ltd (Bahrain/Australia) – advice on planning, building and academic development of a comprehensive private university in the Middle East.
- Cairns International University Pty Ltd - advice on the development of a private university.
- The Talam Corporation (Malaysia) Berhad - feasibility study to develop a \$160 million private university campus in Malaysia.
- The University of Newcastle and developers in Malaysia – advice on international private campus developments.
- A group of Northern Territory investors - advice on the business implications and negotiations for the purchase of a private hospital.
- The Business/Higher Education Round Table, on the development of Asia-Pacific Co-operative Ventures.
- The National Institute of Language and Literacy of Australia - advice on and negotiations for an association between the Institute and the Australian National University.
- The Malaysian Higher Education Department – advice on establishment of the country’s Accreditation Board and the devolution of management powers to universities.
- Flinders University and the Northern Territory Government – advice and fundraising for the establishment of a medical school in Darwin, including the political lobbying required to achieve Cabinet approval.

#### **Organisational policy and programme evaluation**

- New South Wales Department of Education and Training – review of implementation of recommendations establishing the International Business Office.
- Swinburne University of Technology – review of the University’s Student Operations Department.
- New South Wales Department of Education and Training – review of governance and management and advice on the development of a corporate approach to international business.
- Royal Australasian College of Dental Surgeons – review of the College’s administration and governance; advice on the College’s application for Australian Medical Council/Australian Dental Council accreditation for oral and maxillofacial surgery.
- The Burdekin Shire Council (North Queensland) - review of the organisational structure, resources and senior staff.
- Batchelor College - review of staff workloads and programme delivery.
- Training Queensland - review of public infrastructure funding in the Queensland Vocational Education and Training sector.
- The South Australian Anti-Cancer Foundation – review of operations, management structures and articles of incorporation.

#### **Policy and programme development, research and analysis**

- Australian Fair Pay Commission – research for and drafting of speech to the National Press Club.
- Victorian Department of Human Services – undergraduate clinical medical placements scoping project.
- Department of Education, Science and Training (AET) – review of the education system in Iran and the United Arab Emirates.

- Department of Education, Science and Training (AET) – review of the regulatory framework for the establishment of private higher education institutions in Iran, United Arab Emirates and Bahrain.
- Consortium of Universities for Professional Health Education - advice on feasibility of developing and delivering specialist medical training courses.
- Faculty of Medicine, Dentistry and Health Sciences, University of Melbourne – advice on commercialisation of courses and specialist medical education.
- Miller & Associates Insurance – advice on development of a medical indemnity insurance system
- Griffith University – strategic advice on development of a medical school (the University was successful in gaining government approval); and advice on physical and resource planning for the School.
- NSW Health Department – review of the effectiveness of cultural awareness training in the Department.
- IT&T Industry Task Force – development of an education and training model to create a market for the provision of training that is directly relevant to the needs of the industry.
- Association of Professional Engineers, Scientists and Managers of Australia – strategic advice on the future of its professional education programme; coordinating applications for private university status and UK and US accreditation; acting as Interim Academic Head of programme and Chairman of its UK Academic Board.
- The Ambulance Service of New South Wales - advice on the future of its professional education programme.
- Spotless Services Limited - development of a new outsourcing business based on the education industry.
- The University of Melbourne Medical School – development of a Business Plan on the implications of developing a new medical curriculum.
- Merger Consultant to La Trobe University and Lincoln Institute of Health Sciences. Examined merger options for Flinders University and the South Australian Institute of Technology. Managed the merger between Flinders University and the South Australian College of Advanced Education.
- Review of Victorian Department of Education structure and management.

#### **Quality assurance and benchmarking**

- Royal Australasian College of Dental Surgeons – review of accreditation processes and documentation.
- *Australian Financial Review Boss Magazine* – advice on MBA rankings project.
- Medical Deans’ Consortium – advice on medical entrance examinations (Undergraduate Medicine and Health Sciences Admission Test (UMAT)).
- UNESCO - benchmarking in Australian higher education.
- The Swedish National Agency for Higher Education – development of a Quality Assurance system for Swedish Higher Education.
- The OECD - advice on Quality Assurance in Higher Education.

#### **INFRASTRUCTURE SUPPORT**

The offices of Massaro Consulting are located on the campus of the University of Melbourne. The company has ready access to state-of-the-art facsimile machine, photocopier and printer and is equipped with lap-top computers. Internet connection is through the University’s main server and the University’s IT staff maintain the company’s systems.

The company has access to board room and catering facilities. The board room is equipped for teleconferencing and for data projection, as well as with an electronic whiteboard to facilitate meetings and the recording of discussions.

### ***FINANCIAL VIABILITY AND INSURANCE***

Massaro Consulting is financially viable. The company has current Professional Indemnity insurance coverage of \$1 million and Public Liability Cover of \$10 million with APESMA Insurance Services P/L.

### **PROJECT BUDGET**

The breakdown of the budget appears below.

	<u>AUD\$</u>
Consultants' fees – total of 45 person days @ \$1,750 per day	78,750
Communications	1,000
Photocopying/scanning/printing/report preparation	500
Travel 1	250
Sub total	80,500
GST	8,050
<b>TOTAL</b>	<b>88,550</b>

Note 1: We would recommend making a face-to-face presentation to Council of the findings made in the Draft Report. In the event that this meeting is not held in Melbourne, travel costs to attend the meeting for two people will be invoiced at cost and in addition to the budget above.

We propose that the fees be paid in three instalments: 40% at the commencement of the assignment, 30% at the conclusion of Phase 3B – receipt of survey responses, and 30% on submission of the Final Report.

### **REFEREES**

The consultants are able to provide the names of suitable referees if required.

### **CONTACT**

Vin Massaro  
 Managing Director  
 Massaro Consulting Pty Ltd  
 Level 4, 766 Elizabeth Street  
 Melbourne Victoria 3000  
 Phone: +61 (0) 3 8344 5276  
 Fax: +61 (0) 3 9347 8939  
 Mobile: +61 (0) 418 815 227  
 E-mail: [v.massaro@massaroconsulting.com.au](mailto:v.massaro@massaroconsulting.com.au)  
 ABN: 57 114 207 564

## 7.1 Corporate Members Campaign

A summary of the results of the 2007 campaign are below, followed by a list of all Corporate Members, which might help with the discussion of Jeff Long's question.

Month Due	CORPORATE RENEWALS 2007	E-mailed	Renewed/Joined	Contacted Again
January	Queensland Office of Higher Ed	6-Dec	x	
	AVCC	6-Dec	x	
	Campus Living Villages Pty Ltd	<b>NEW</b>	x	
	Central Queensland University	6-Dec	x	28-May
	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	
	February	University of Tasmania	6-Dec	x
Assoc of Uni Administrators		6-Dec	x	
Australian Catholic University		6-Dec	x	
Australian Maritime College		18-Dec	x	28-May
*Batchelor Institute		<b>NEW</b>	x	
Christchurch College of Education		6-Dec	Disestablished	
La Trobe 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		13-Dec	x	
University of Sydney		13-Dec	x	Renewed to Mar 2009
University of Wollongong		13-Dec	x	
Whitecliffe College of Arts & Design		13-Dec	Did not renew	
March		Australian National University	13-Dec	x
	Charles Darwin University	13-Dec	x	9-Jun
	Christchurch Polytechnic Inst of T	13-Jan	x	
	Deakin University	25-Feb	x	28 May & 4 Sep
	Massey University	25-Feb	x	
	Curtin University of Technology	25-Feb	x	28-May
	Murdoch University	25-Feb	x	
	Nelson Marlborough Inst of T	25-Feb	x	28-May
	Queensland University of Technology	25-Feb	x	
	Swinburne University of Technology	25-Feb	x	
	UNITEC New Zealand	25-Feb	x	
	University of Technology, Sydney	25-Feb	x	28-May
	University of the Sunshine Coast	25-Feb	x	
	University of Western Australia	25-Feb	x	
	University of Western Sydney	25-Feb	x	28-May
Victoria University	25-Feb	x		
Victoria University of Wellington	25-Feb	x		

	WA Dept of Education and Training	25-Feb	x	
April	Western Inst of Tech at Taranaki	25-Feb	Did not renew	
	AACRO	25-Mar	x	
	Bay of Plenty Polytechnic	25-Mar	x	
	Flinders University	25-Mar	x	
	Higher Ed Services	25-Mar	x	
	University of Newcastle	25-Mar	x	
	University of Otago	25-Mar	x	
	University of Queensland	25-Mar	x	
May	University of Southern Queensland	25-Mar	x	
	Auckland University of Technology	25-Mar	x	
	Charles Sturt University	25-Mar		2-Sep
	La Trobe Univ School of Business	25-Mar		2-Sep
	Lincoln University	25-Mar		2-Sep
	Macquarie University	25-Mar	x	
	NZ Tertiary Education Commission	25-Mar	x	2-Sep
	RMIT University	25-Mar	x	
	Southern Cross University	25-Mar	x	
June	UAC (NSW & ACT)	28-May		4-Sep
	University College (ADFA)	28-May	x	
July	University of Adelaide	28-May	x	
	University of Notre Dame	28-May	x	
	University of Ballarat	28-May	x	
September	Canberra Institute of Technology	<b>NEW</b>	x	

**SUMMARY**

Renewed 2007	55	
Did not renew	3	CCE
Not yet due to renew	0	disestablished
Undecided	5	
New	3	
<b>TOTAL CORP MEMBERS</b>	<b>63</b>	

**DO NOT WISH TO JOIN**

Griffith  
Auckland  
Waikato University  
WITT  
Whitecliffe College of Art and  
Design

**CORPORATE MEMBERS 2007**  
(as at 9 September 2007)

\*New in 2007

**AACRAO** (May 2008)

Jerry Sullivan, Janie Barnett

**Association of University Administrators** (Feb 2008)

Liz Bromley, Bruce Nelson, Sue Holmes, Alison Johns, Maureen Skinner

**Auckland University of Technology** (Aug 2008)

Derek McCormack, Maureen Reid, Liz Hambly, Corrie Cook, Lorraine Parker

**Australian Catholic University** (Feb 2008)

Prof. P.W. Sheehan, John Cameron, John Ryan, John Barclay, Gay Westmore

**Australian Maritime College** (Feb 2008)

Prof Malek Pourzanjani, Stephen Burke, Clare Wilson, Jenni Rein, Neil Stanesby

**Australian National University** (Mar 2008)

Prof. Ian Chubb, Prof. Robin Stanton, Prof Lawrence Cram, Will Steffen, Mandy Thomas

**Australian Vice-Chancellors' Committee** (March 2008)

David Rome, Susan Scott, Anne Reynolds, Callista Punch, Angela Magarry

**Bay of Plenty Polytechnic** (May 2008)

Alan Hampton, Terry Fulljames, Jan Hausman, Kuku Wawatai, Paul Wollaston

**\*Batchelor Institute of Indigenous Tertiary Education (Feb 2008)**

Jeannie Herbert, Tom Evison, Tony Mordini, Martin Heskins, Vivian Carson

**\*Campus Living Villages (Jan 2008)**

Tim Weston, Ron de Haan, Janet Thompson, Jenifer O'Connor, Michael Doyle

**\*Canberra Institute of Technology (September 2008)**

Colin Adrian, Leanne Cover, Peter Kowald, Shane Kay, Gerard Johnston

**Central Queensland University** (Jan 2007)

Prof John Rickard, Mr John Nelson, Mr Ken Window, Dr Angela Delves

**Charles Darwin University** (Mar 2008)

Prof. Helen Garnett, Dr Scott Snyder, Ms Debra Farrelly, Rachel Mayhead

**Charles Sturt University** (July 2007)

Professor Ian Goulter, Lyn Gorman, Hedy Bryant, Simon Thomson, Ellen Buckland

**Christchurch Polytechnic Institute of Technology** (Mar 2008)

Neil Barnes, Jo Milne, Darren Mitchell, Lynda Megson, Sonia Mountain

**Curtin University of Technology** (April 2008)

Prof. Jeanette Hackett, Prof. Jane den Hollander, Professor Greg Craven, Professor Robyn Quin, William Ryan

**Deakin University** (March 2007)

Prof. Sally Walker, Prof. John Rosenberg, Lin Martin

**Edith Cowan University** (Jan 2008)

Prof. Kerry Cox, Warren Snell, Susan King, Dr Glenda Jackson, Mr Phillip Draber

**Flinders University of South Australia** (Apr 2008)

Prof Anne Edwards, Katie Hazell, Melissa Madsen, Melinda Pike, Colleen Bregantic

**Higher Ed Services Pty Limited** (May 2008)

Cynthia Hansen, Kent Levander, Jan Rose, Kate Whight, Belinda Clark

**James Cook University** (Jan 2008)

Prof Sandra Harding, Gregory Stokie, Denese Gray, Geoff Duce, Gary Gulliford

**LaTrobe University** (March 2008)

Prof. Bob Goddard, Kerry McKeand, Helen Panagidis, Ian Smith, Dr Erika Martens

**LaTrobe University School of Business** (May 2007)

Mary Imam, Mariette Le Roux, Brigitte Carrucan, Mary Apostolopoulos

**Lincoln University** (May 2007)

Prof Roger Field, John Clark, John Buckler, Kiri McAlister, Deanna Riach

**Macquarie University** (June 2008)

Tim Sprague, Phil Hagan, Lorraine Francke, Robyn Clark, Sue Verdich,

**Manukau Institute of Technology** (Jan 2008)

Peter Coolbear, Helen Anderson, Stuart Middleton, Peter Quigg

**Massey University** (Mar 2008)

Prof Judith Kinnear, Prof Ian Warrington, Prof John Raine, Mr Stuart Morriss

**Monash University** (Jan 2008)

Prof Richard Larkins, Peter Yates, Peter Marshall, Karen Haywood, Merran Evans

**Murdoch University** (March 2008)

Professor John Yovick, Prof Gary Martin, Prof Jan Thomas, Mr Jeremy Rigg, Ms Jane Michell

**Nelson Marlborough Institute of Technology** (March 2008)

Tony Gray, Caroline Seelig, Sandra Williams, Lily Belabun, Steven Fleming

**New Zealand Ministry of Education** (Feb 2008)

Karen Sewell, Rob McIntosh, Roger Smyth, Carolyn Holmes, Murray Leach

**NZ Tertiary Education Commission** (August 2007)

Janice Shiner, Kaye Turner, Carolyn Murphy, Jennifer Robbins, Dr Ruth Anderson

**Otago Polytechnic** (Feb 2008)

Phil Ker, Mike Waddell, Sue Thompson, Ruth Millhouse, Robin Day

**Queensland Office of Higher Education** (January 2008)

Ian Hawke, Ian Kimber, John Dungan, Julie Stranghair, Helen Lawrance

**Queensland University of Technology** (March 2008)

Prof Peter Coaldrake, Dr Carol Dickenson, Tom Cochrane, Prof David Gardiner, Mr Chris Townend

**RMIT University** (July 2008)

Margaret Gardner, Julie Wells, Robyn Adams, Angel Calderon, Jane Ponting

**Southern Cross University** (May 2008)

Professor Paul Clark, Mr Malcolm Marshall, Mr Carl Rallings, Ms Sally Blackadder, Ms Helen Hughes

**Swinburne University of Technology** (March 2008)

Prof Ian Young, Toni Klisby, Rebecca Munn, Jan McAdam, Tom Aumann.

**UNITEC New Zealand** (Mar 2007)

Dr John Webster, Owen Burnside, Mr R Handley, Ms Jenni Tupu, Paul O'Connor

**Universities Admission Centre (NSW & ACT) Pty Ltd** (May 2007)

Andrew Stanton, Andrea Goodwin, Andrew Harrop, Trevor Saunders, Kim Paino

**UNSW@ADFA** (May 2007)

Professor John Baird, Melissa Pollard, Rosemarie Laurie, Julie Lines

**University of Adelaide** (August 2008)

Professor James McWha, Prof Fred McDougall, Paul Duldig Liz Geddes, Jessica Raeburn

**University of Ballarat (July 2008)**

Professor David Battersby, Deborah Walker, Virginia Fenelon, Robyn Irish, Darren Holland

**University of Canberra** (Jan 2008)

Prof Stephen Parker, Greg Jones, Garry Foran, Bruce Lines

**University of Canterbury** (Feb 2008)

Prof Roy Sharp, Paul O'Flaherty, Jeff Field, Dr Jan Cameron + 1

**University of Melbourne** (February 2008)

Ian Marshman, Elizabeth Bare, Nigel Waugh, Gillian Luck, Bronwyn Jones

**University of Newcastle** (April 2008)

Dr Sue Gould, Lynne Benton, Gail White, David Donnelly, Sandra Sirasch.

**University of New England** (Feb 2008)

Prof Alan Pettigrew, Prof David Rich, Kay Hemsall, Adrian Robinson, Prof Robin Pollard

**University of New South Wales** (Feb 2008)

No-one has yet been nominated.

**University of Notre Dame Australia** (May 2007)

Dr Peter Tannock, Murray Alessandrini, Ms Deb Greenwood, Ms Emily Townsend,

**University of Otago** (April 2008)

Professor David Skegg, John Patrick, Jan Flood, Kevin Seales, Penny Love,

**University of Queensland** (April 2008)

Mr Douglas Porter, Mr Denis Feeney, Mrs Linda Bird, Mr Paul Mullooly, Ian Harris

**University of South Australia** (Feb 2008)

Professor Peter Hoj, Mary Taylor, Anne-Marie Parsons, Bronwen Webb, Thuy Phan

**University of Southern Queensland** (Aug 2008)

Bill Lovegrove, Jane Farmer, Rachael Millett, Jennifer Chamberlin, TBA

**University of Sydney** (Mar 2009)

Prof Gavin Brown, Dr William Adams, Bob Kotic, Chris Coffey, Prof Anne Brewer

**University of Tasmania** (Jan 2008)

Prof Daryl Le Grew, Richard Easter, Rudi Lidl, Stuart Andrews, Bernard Lillis

**University of Technology, Sydney** (Mar 2008)

Dr Rosalind Dubs, Debra Bock, Anne Dwyer, Jennifer Gilmore, Tony Reed

**University of The Sunshine Coast** (Mar 2008)

Prof Paul Thomas, Pam Smith, Jenny Nemeth, Sandra Jeffries, Don Maconachie

**University of Western Australia** (Mar 2008)

Prof Alan Robson, Prof Margaret Seares, Mr Peter Curtis, Mrs Jackie Massey, Prof David Plowman

**University of Western Sydney** (March 2008)

Prof Janice Reid, John Ingelson, John Loxton, Rhonda Hawkins, Greg Holland.

**University of Wollongong** (Mar 2008)

Prof Gerard Sutton, Mike Gillmore, Meredith Morgan, David Christie, Sharon Hughes

**Victoria University** (Apr 2008)

Prof Elizabeth Harman, Rob Brown, David Nicholson, Sue Thomas, Richard Carter,

**Victoria University of Wellington** (Mar 2008)

Professor Pat Walsh, Pam Thorburn, Lois Baillie, Kristina McGuiness-King, Jennie Calder-Smith

**WA Department of Education and Training** (February 2007)

Robert Player, Geoff Gunningham, Kevin Smith, Siobahn Mulvey, Graeme Atkins

**Item 9.1.2 2008 TEMC Report**

**REPORT TO ATEM COUNCIL  
September 2007**

**1. Conference Organising Committee**

The Committee had its initial meeting in October 2006 and has been getting together monthly since February 2007. Peter Molony, from TEFMA, is the 2008 Chair and membership of the committee is as follows:

<u>Name</u>	<u>ATEM/TEFMA</u>	<u>Institution</u>
Peter Molony (Chair)	TEFMA	University of Canterbury
David Bellamy	TEFMA	University of Canterbury
Lindsay Hampton	TEFMA	University of Canterbury
Chris Hawker	TEFMA	University of Canterbury
Elaine Jensen	TEFMA	University of Canterbury
Grant McPhail	TEFMA	CPIT
Rob Oudshoorn	TEFMA	University of Canterbury
Ginny Ferguson	ATEM	CPIT
Toni Hodge	ATEM	University of Canterbury
Ali Hughes	ATEM	CORE Education Ltd
Jeff Long	ATEM	University of Canterbury
Sonia Mountain	ATEM	CPIT
Raylene Palmer	ATEM	University of Canterbury
Neil Voyce	ATEM	Lincoln Ventures Ltd

**2. Venue**

The venue has been confirmed – the Christchurch Convention Centre – and supporting locations for various activities have also either been booked or are in the final stages of booking. Those locations include:

Welcome/Opening	Christchurch Art Gallery
Conference Dinner	Air Force Museum
TEFMA Dinner	Still being finalised
ATEM Breakfast/Members' Forum	Convention Centre (being finalised)
TEFMA Breakfast/AGM	Limes Room (Town Hall)

### **3. Logo/Theme**

The logo and theme have been finalised and were created by the marketing team at the University of Canterbury, to whom we extend our thanks. The name of the conference is “Connect to Christchurch” and this is reflective of the ICT innovation occurring in Canterbury at present. The theme is forward-looking and centred on the catch line of “Investing for Success” and this forms the basis of the streams which will run throughout the programme:

- Investing in our people
- Investing in our infrastructure
- Investing in our buildings
- Investing in our performance monitoring
- Investing in our technology
- Investing in our students.

### **4. Launch**

The upcoming launch is in hand and will comprise a 15 minute presentation including a kapa haka group, video presentation of Christchurch and a few words from the committee chair. At the conclusion we will be handing out promotional bags containing a Christchurch brochure, copy of the welcome with website info on it, and a Canterbury marketing DVD.

### **5. Speakers**

A long list of potential speakers has been identified and Leishmans are now working through identifying their availability and costing.

### **6. Sponsorship**

Leishmans are working with this year's sponsors to ensure they have a successful Canberra conference and therefore reinforce their commitment for 2008. A sponsorship brochure for 2008 has been produced and is currently being distributed to potential sponsors. There will be space available for up to 42 booths in the Convention Centre (Sydney had 25 exhibitors and Canberra approx 20), plus space for refreshments and the internet cafe.

### **7. Website**

The website has been created and will go live at the conclusion of the Canberra conference.

### **8. Accommodation**

Block bookings have been made with several hotels in the city to cater for up to 650. Prices will range between \$132-\$189 per night.

### **9. Budget**

After much deliberation, Leishmans are opening a New Zealand bank account for the conference so that the accounts can run through the New Zealand tax system. They are therefore also in the process of redrawing the budget into New Zealand dollars.

#### **10. Programme**

The format of the programme is expected to follow the standard formula of previous conferences. Refereed papers will be accepted and the format and timetable for those will be determined in conjunction with ATEM Journal Editor, Ian Dobson, once we have received feedback on the Canberra experience.

Toni Hodge  
TEM08 Conference Organising Committee  
3 September 2007

## 9.2 Report of the ATEM Awards and Grants Committee

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

ABN 72 682 233 729

#### **Awards and Grants Committee**

Minutes of a Meeting of the Awards and Grants Committee held by Teleconference on Monday 13 August 2007 at 11.00 am Australian Eastern Standard Time

**Present:** Lucy Schulz (Chair), Chris Pepper, Steve Langley, Giles Pickford (Secretary)

#### **1. Apologies**

Apologies were received from Maree Conway and Chris Pepper.

#### **2. Minutes**

The Minutes of the meeting held on 14 June 2007 were confirmed.

#### **3 Review of the Procedure for awarding the rank of Fellow and Associate Fellow**

The Committee noted that Council at the May Meeting resolved to accept the Committee's recommendation that the award of both levels (Fellow and Associate Fellow) be made by the Awards and Grants Committee.

#### **4. Conference Delegates – Expressions of Interest**

The Committee noted that decisions made to date on this matter are:

##### **AACRAO: March 24-27 2008, Orlando Florida**

Lucy Schulz

##### **AUA: 31 March – 2 April 2008, York UK**

Linda McLain

##### **ACHEA: first week of July at the West Indies (date and place to be decided)**

No applicants

##### **AAUA: No information yet, but they meet in the middle of the year.**

No applicants

It was agreed that Council at its September meeting re-visit the question of ACHEA and AAUA delegates

#### **5. Peter Karmel International Travelling Scholarship**

The Committee considered an application from C@L Maree Conway of the Victorian Branch. It resolved that the 2008 Peter Karmel International Travel Grant be awarded to Maree Conway.

## **6. Maurie Blank Study Scholarship**

The Committee considered applications from BP Ali Hughes of the NZ Branch and Diane Villani of the Victorian Branch. It agreed that as the sum of all three applications was below the amount available, it should be possible to fund two Maurie Blank Awards. However, before making a final decision on that the Committee noted that , while the application from Diane Villani was excellent, the application from Ali Hughes lacked a referee's report as was not strong on the relevance of the project to ATEM. It asked the Secretary to follow through on that.

In the meantime, it agreed that Diane Villani be informed that she will be awarded a Maurie Blank Study Scholarship in 2008.

*(Note: Since the meeting the extra information provided by Ali Hughes was circulated to the Committee which resolved that this second award of the Maurie Blank Study Scholarship should be made to Ali Hughes in 2008)*

## **7. ATEM Awards**

The Committee noted that nominations have been received as follows:

ATEM Honorary Fellow: Gavin Moodie has been nominated by the South Australian Branch

ATEM Meritorious Service Award: Ginny Ferguson has been nominated by the New Zealand Branch

ATEM Certificate of Appreciation: Carol Moran has been nominated by the ACT Branch.

The Committee resolved to grant all three Awards to the above candidates.

*GP 17/8/07*

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

#### **Report to ATEM Council, September 2007**

##### **Introduction**

2007 is the Journal's 29<sup>th</sup> year of publication. It continues to expand its subscriber circulation and influence, and its rejection rate continues to rise. The Journal moved to three issues per annum from 2004. Following discussions with the publisher, the Journal is to move to four issues per year from 2008. This is generally seen as a positive indication. The publisher's arrangement with the Journal is clearly a positive one from their point of view.

The Journal has had a single editor since late last year. The current situation continues to suit the continuing editor. However, eventually there will need to be a discussion within Council about 'succession planning'.

##### **Journal dealings**

##### **Financial:**

The bank statement as at the end of August 2007 showed a balance of \$6,133. The editorial expenses for 2007 provided by the publisher were included in this sum. The editor forwarded an audit report for the Year Ended 30 April 2007 to the Secretariat earlier this year.

##### **ATEM Secretariat:**

There continues to be regular contact between the editors and the Secretariat, which now stores and 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 as required.

##### **Publisher:**

The Journal's editors enjoy very cordial relations with the publisher: the Australian representative, and production, marketing and editorial staff in the UK. To date, the Editor has been able to meet the publisher's deadlines for copy, proofs etc. The publisher actively promotes the Journal at conferences and via mail outs. That said, at the recent EAIR Conference (Innsbruck 26 – 29 August 2007), the Journal was NOT included among the education journals being displayed on the publisher's stand. This was pointed out, and noted by the publisher's representative.

Following preliminary discussions between the editor and the publisher, the ATEM President agreed with the publisher on terms for an increase from three to four per year from 2008. Publishing four times per year is generally seen as a positive indicator of a journal's general quality and acceptability.

##### **Editorial Board membership**

The Editorial Board is now 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
Michael Shattock	University of Warwick, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans Vossensteyn	University of Twente, The Netherlands
Rob Willis	Monash University, Australia

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

The Journal makes no use of many of the Editorial Board members, but this is not uncommon. Of current Board members, Conway, Harman, Vossensteyn and Willis are regular and willing contributors.

### Sourcing of articles

There continues to be a regular flow of material to the editor, including some practitioner material. The Editor has more than enough material from which to assemble each issue. So far the Journal has received 105 papers for consideration during 2007. Even with the increase to four issues per annum, the Journal's rejection rate is likely to be around 85 per cent. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality.

As far as 2006 was concerned, Table 1 summarises material submitted and material published. As can be seen, 60 per cent of published material was sourced from Australia. It should be noted that the populations shown in columns 2 and 3 overlap. At least some of the material published in 2006 would have been submitted in 2005.

It is too soon to present this table based on more recent submissions to the Journal

**Table 1 Material Received and Published during 2006**

Source Country (1)	Items Received (2)	Items Published (3)
	No.	No.
Australia	34	12
New Zealand	1	1
Africa / Middle East	12	1
United Kingdom	13	4
Other Europe	13	2
Asia	8	
The Americas and Canada	21	
Total	102	20

The workload on editors can be considerable. The two principal elements of an editor's workload are *material throughput* and *editing*, both of which stem from the volume of material. The more material submitted, the more the workload. All journals owe a level of courtesy to would-be authors and should endeavour to deal with material expeditiously. The Journal of Higher Education Policy and Management editors' failure to deal with some

authors in a professional and appropriate manner during 2005 and 2006 has ended. Most authors now receive initial comment on their paper within a couple of days. The ad hoc policy of the editor rejecting many papers that would not have a hope in Hades of finding their way into print reduces the burden imposed on peer reviewers. Papers rejected by the editor prior to peer review are usually for one of the following reasons:

- the paper was too long;
- it was ill-written;
- it was outside the scope or interest of the Journal's readership.

Considering the 'editing' side of things, some otherwise publishable papers are not well written, and would therefore require considerable editorial input to actually render them publishable. Often it would be necessary for this to occur before material was sent for review, in order to minimise the effort required of reviewers. On occasion, therefore, editorial time could be spent on papers that 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, this is less often the case with material from elsewhere. Submissions from the United States tend to be of variable quality, and material from Eastern Europe, the Middle East and Asia is often of poor quality from an editor's point of view. Some of these latter papers are recoverable, and several have been published over the years.

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

A high volume of papers being submitted is a mixed blessing. Beyond a certain point, a high volume of publishable papers means that there is a perpetual backlog of material to the extent that it could be more than a year between papers being accepted, and them finding their way into print. The editor is currently filling the November 2008 issue.

Another issue of which Council is probably already aware, but which ought to be borne in mind for the future, 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. The current editor is not encumbered by this, but the next one might be.

### **Journal Content**

Journal content is very much dependent on material submitted. 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 likely Table of Contents page for the November 2007 issue is attached.

Ian R Dobson  
Editor

**Journal of Higher Education Policy and Management**  
**Volume 29 Number 3 November 2007**

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Ian R Dobson

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Sarah Moore, Claire Armstrong and Jill Pearson

International university ranking systems and the idea of university excellence  
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Defining and rewarding academic citizenship: the implications for university promotions policy  
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Alliance Through Change  
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**Book Reviews**

**9.6 Financial Reports**

<b>30-Apr-06</b>		<b>30-Apr-07</b>
	<b>EQUITY</b>	
36,510	Members Funds	34,038
	<b>CURRENT ASSETS</b>	
56,255	Cheque Account	35,994
242	Undeposited funds	121
	Share purchases	88,458
5,390	Computing Equipment	5,390
	Recoverable Expenses	
12,500	Perth Conference Income Receivable	12,500
1,956	Prepaid Expenses Council	2,600
2,062	Prepaid Conference Expenses	3,364
- 10,740	Branch Funds owing to Council	4,227
1,100	Seed funding Sydney Conference	
945	Qld Survey	
69,710	<b>TOTAL ASSETS</b>	152,654
	<b>CURRENT LIABILITIES</b>	
	GST owing to Foundation	91
25,000	Loan from Tasmania	25,000
	Pooled investment fund	88,779
5,000	Brochures	5,000
100	GST Clearing	- 254
3,100	Branch GST Suspense	
33,200	<b>TOTAL LIABILITIES</b>	118,616
36,510	<b>NET ASSETS</b>	34,038

30-Apr-06	NOTES	30-Apr-07
<b>REVENUE</b>		
89,247	Council Contributions	106,865
41,650	Corporate Membership	56,950
12,500	Conference and Professional Development	13,140
	International Members Subs	700
255	Good Practice Guides	-765
	Donation Development Fund	10,000
291	Advertising	200
385	Sundry Income	
142	Interest	278
<b>144,470</b>	<b>TOTAL REVENUE</b>	<b>187,368</b>
<b>EXPENSES</b>		
11,630	Journal	21,070
4,000	Journal Editorial Honorarium	3,500
49,993	Secretariat	
	Secretariat Expenses	54,000
	Conference Names Renewals	798
	Equipment	132
9,392	Fellowships/Scholarships	8,959
11,218	Council/Executive Meeting Expenses	20,946
9,800	Branch Share of Corporate Memberships	13,400
3,759	Annual Conference Expenses	5,927
	Patron/Affiliates	4,830
	Membership Recruitment	1,650
2,712	Badges	
1,180	Printing/Stationery/Postage/Telephone	4,362
	Internet Site/Web Hosting	
19,336	Web Site Development and Maintenance	24,527
3,804	Bank Charges	5,729
1,375	Interest on loan	1,375
489	Good Practices Guide	
3,900	Tax Advice	2,200
378	Stamp Duty	119
9,738	Accounting System	10,836
5804	Insurance	4656
432	Audit	432
1,184	Sundry Expenses	392
<b>150,124</b>	<b>TOTAL EXPENSES</b>	<b>189,840</b>
-5,654	<b>Surplus (Deficit) of Revenue over Expenses</b>	-2,472
42,164	Members Funds as at 30 April 2006	36,510
<b>36510</b>		<b>34,038</b>

**COUNCIL OPERATIONS**

Draft Budget

1 May - 31 Dec  
2007**INCOME**

Membership Subs	35000
Corporate Membership 60	15000
Conference Surplus	
Sundry	300
	<b>50300</b>

**OPERATING EXPENSES**

Secretariat	36000
Secretariat Expenses	800
Meeting Expenses	20000
Travel	6600
Website - maintenance/development	40000
Accounting System	4700
Insurance	2100
Bank Fees and Charges (Inc E Commerce)	3000
Printing, Publications & Stationery	1000
Other	600
	<b>114800</b>

**CONFERENCE EXPENSES****Registration Costs**

Affiliated International Organisations	2100
Secretariat	3000
Other	5000
	10100

**MEMBERSHIP EXPENSES**

Membership Recruitment	3000
Corporate	
	3000

**STRATEGIC PROJECTS****Knowledge Identification**

Reading Lists

**Knowledge Creation**

ATEM Grants & Scholarships	5000
Professional Development Framework	

**Knowledge Dissemination**

Good Practice Guides	500
Journal	6000
Journal Hon.	4000

**Knowledge Application**

(No projects)

	15500
<b>Total Expenses</b>	<b>143400</b>
<b>Surplus</b>	<b>-93100</b>

<b>COUNCIL OPERATIONS</b>	Draft Budget	Revised Draft Budget	Draft Budget	Draft Budget	Notes
	2006-7	May - Dec 2007	2008	2009	
<b>INCOME</b>					
Council Contribution	106900	93100	21900	21900	1
Membership Subs		35000	106900	106900	2
Corporate Subs	51000	15000	51000	51000	
Conference Surplus	25000		12000	12000	
Sundry	500	300	500	500	
	<b>183400</b>	<b>143400</b>	<b>192300</b>	<b>192300</b>	
<b>OPERATING EXPENSES</b>					
Secretariat	54000	36000	54000	54000	
Secretariat Expenses		800	1200	1200	
Meeting Expenses	12000	20000	35000	35000	3
Travel	3000	6600	10000	10000	4
Website - hosting					
Website - maintenance/development	20000	20000	20000	20000	
Web Upgrade		20000			5
Accounting System	17000	4700	7000	7000	
Branch Share of Corporates	12000				
Insurance	6500	2100	7500	7500	
Bank Fees and Charges (Inc E Commerce)	4000	3000	5000	5000	
Printing, Publications & Stationery	1500	1000	1500	1500	
Interest on Loans	1700				
Other	1000	600	1000	1000	
Ecommerce					
	<b>132700</b>	<b>114800</b>	<b>142200</b>	<b>142200</b>	
<b>CONFERENCE EXPENSES</b>					
<b>Registration Costs</b>					
Affiliated International Organisations	2100	2100	2100	2100	
Secretariat	2500	3000	3000	3000	
Other	5000	5000	5000	5000	
	<b>9600</b>	<b>10100</b>	<b>10100</b>	<b>10100</b>	
<b>MEMBERSHIP EXPENSES</b>					
Membership Recruitment Corporate	5000	3000	5000	5000	
	<b>5000</b>	<b>3000</b>	<b>5000</b>	<b>5000</b>	
<b>STRATEGIC PROJECTS</b>					
<b>Knowledge Identification</b>					
Reading Lists				5000	
<b>Knowledge Creation</b>					
ATEM Grants & Scholarships	10500	5000	12000	12000	
PD			50000	50000	6

Program

**Knowledge Dissemination**

Good Practice Guides	1000	500	2000	2000	
Journal	18000	6000	10000	10000	7
Journal Hon.	5000	4000	6000	6000	

**Knowledge Application**

(No projects)

	<b>34500</b>	<b>15500</b>	<b>80000</b>	<b>85000</b>	
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**Total Expenses**

	<b>181800</b>	<b>143400</b>	<b>237300</b>	<b>242300</b>	
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**Surplus**

	<b>1600</b>	<b>0</b>	<b>-45000</b>	<b>-50000</b>	
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Notes:

1. Funding Shortfall
2. Membership subs now go directly to Council.
3. Included new Council meetings
4. Includes travel for President in line with 2010 initiatives
5. New Web upgrade
6. Approved at Council
7. Now Half Subsidised

**Payments  
Schedule**

<b>Date</b>	<b>Payee</b>	<b>Account</b>	<b>Amount</b>
03/05/2006	ATO	Branch GST Suspense	3100.00
03/05/2006	Evolution 7	Web & Computing Expenses	2363.64
	Cancelled		0.00
17/05/2006	Scardoni Enterprises	Executive/Branch Admin Support	<u>2,066.11</u>
		Printing Postage and Stationery	90.91
17/05/2006	Evolution 7	Web & Computing Expenses	1102.27
18/05/2006	Margie Cole	Meeting Expenses	360.79
19/05/2006	Neil Voyce	Meeting Expenses	231.56
19/05/2006	Toni Hodge	Meeting Expenses	920.17
20/05/2006	Leishman	Conference Sydney 2006	995.45
25/05/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.00
		Conference Expenses	662.47
		Printing Postage and Stationery	<u>18.82</u>
06/06/2006	SecurePay	Merchant Fees	640.00
06/06/2006	Evolution 7	Web & Computing Expenses	3057.95
06/06/2006	University of Tasmania	Meeting Expenses	560.56
06/06/2006	Maximised Results Pty Ltd	Accounting System	600.00
06/06/2006	Leishman	Conference 2006	3003.91
09/06/2006	Scardoni Enterprises	Executive/Branch Admin Support	2433.89
20/06/2006	Univerisity House	Meeting Expenses	5708.50
28/06/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2250.00
04/07/2006	Evolution 7	Web & Computing Expenses	127.27
12/07/2006	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00
12/07/2006	Ian Dobson	Journal Editorial Honorarium	500.00
12/07/2006	Evolution 7	Web & Computing Expenses	427.27
12/07/2006	Wizard Cons	Accounting System	681.82
12/07/2006	Leishman	Conference 2006	931.82
27/07/2006	ATO	Branch GST Suspense	5808.00
28/07/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.00
		Printing Postage and Stationery	47.27
		Printing Postage and Stationery	7.50
28/07/2006	Marsh	Insurance	1468.80
03/08/2006	Swinburne Uni	Web & Computing Expenses	180.00
03/08/2006	Uni Of Tas	Meeting Expenses	420.79
04/08/2006	AUA	Good Practice Guides	526.07
11/08/2006	Evolution 7	Web & Computing Expenses	2322.73
11/08/2006	Express Teleconferencing	Meeting Expenses	112.53
11/08/2006	Taylor and Francis	Journal	5750.24
11/08/2006	Maximised Results Pty Ltd	Accounting System	440.00
17/08/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.00
		Printing Postage and Stationery	22.69
		Scholarships	<u>350.91</u>
17/08/2006	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00
		Accounting System	422.73
		Printing Postage and Stationery	<u>83.90</u>
17/08/2006	ANU Archives	Archives	200.00

21/08/2006	Cancelled		0.00
21/08/2006	ATEM Foundation	Income Clearing Account	200.00
24/08/2006	Evolution 7	Web & Computing Expenses	1536.36
24/08/2006	Cancelled		0.00
24/08/2006	Julie McFarland	Scholarships	1108.00
24/08/2006	Prue Bedford	Scholarships	7500.00
24/08/2006	Cancelled		0.00
24/08/2006	Cancelled		0.00
08/09/2006	Scardoni Enterprises	Conference Expenses	2,291.36
		Printing Postage and Stationery	<u>153.10</u> 2444.46
08/09/2006	Evolution 7	Web & Computing Expenses	677.27
08/09/2006	Express Teleconferencing	Meeting Expenses	72.48
08/09/2006	SecurePay	Merchant Fees	640.00
08/09/2006	France Harrison and Associates	Audit	431.82
08/09/2006	Maximised Results Pty Ltd	Accounting System	500.00
14/09/2006	Scardoni Enterprises	Executive/Branch Admin Support	2250.00
20/09/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2250.00
06/10/2006	Moore Stephens	Tax Advice	2200.00
12/10/2006	Wizard Cons	Accounting System	681.82
12/10/2006	Taylor and Francis	Journal	1100.00
12/10/2006	Evolution 7	Web & Computing Expenses	1210.00
18/10/2006	Edith Cowan Uni	Meeting Expenses	809.15
25/10/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2250.00
25/10/2006	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00
		Printing Postage and Stationery	<u>36.23</u> 2286.23
28/10/2006	Ian Dobson	Journal Editorial Honorarium	500.00
28/10/2006	Swinburne Uni	Printing Postage and Stationery	2524.00
28/10/2006	Registrar General ACT	Returns	87.00
30/10/2006	Cancelled		0.00
15/11/2006	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00
		Printing Postage and Stationery	12.59
		Business Names Registration Expenses	<u>214.00</u> 2476.59
15/11/2006	Express Teleconferencing	Meeting Expenses	76.05
22/11/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2250.00
23/11/2006	Uni of Canterbury	<b>Council CBA Chq A/c</b>	413.66
24/11/2006	Quality Hotel	Meeting Expenses	2264.23
30/11/2006	Evolution 7	Web & Computing Expenses	831.82
30/11/2006	Sue Holmes	Conference Expenses	810.00
06/12/2006	Chris Pepper	Meeting Expenses	494.90
06/12/2006	Union Offset Printers	Membership Recruitment	1,650.00
06/12/2006	ASIC	Sundry Expenses	65.00
06/12/2006	Angel J Calderon	Journal Editorial Honorarium	1000.00
06/12/2006	Scardoni Enterprises	Executive/Branch Admin Support	2,250.45
06/12/2006	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.00
15/12/2006	SecurePay	Merchant Fees	640.00
15/12/2006	Evolution 7	Web & Computing Expenses	163.64
05/01/2007	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00
24/01/2007	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.20
		Insurance	<u>224.84</u> 2475.04
24/01/2007	Unimutual Ltd	Insurance	2,580.82
24/01/2007	Maximised Results Pty Ltd	Accounting System	250.00
24/01/2007	Toshiba	Printing Postage and Stationery	323.12
24/01/2007	Consumer Affairs and Trading Tasmania	Business Registration Expenses	121.00

24/01/2007	Northern Territory Government	Business Registration Expenses		60.00
01/02/2007	Wizard Cons	Accounting System		681.82
	Cancelled			
02/02/2007	Neil Voyce	Meeting Expenses		480.52
06/02/2007	Central West TAFE	Refund Membership Subscriptions		110.00
08/02/2007	Evolution 7	Web & Computing Expenses		5,013.64
08/02/2007	Kay Hemsall	Meeting Expenses		602.55
08/02/2007	Kay Hemsall	Council Meeting Expenses		546.15
13/02/2007	CGU	Insurance		500.00
	Cancelled			
20/02/2007	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00	
		Printing Postage and Stationery	329.74	
		Business Registration Expenses	<u>402.80</u>	2982.54
21/02/2007	HL & R Pickford Holdings	Executive/Branch Admin Support		2,250.00
21/02/2007	Technik Group	Accounting System Software		437.27
21/02/2007	Technik Group	Accounting System Development 2006		2,407.27
21/02/2007	Technik Group	Accounting System development 2007		1,275.00
06/03/2007	Evolution 7	Web & Computing Expenses		1,413.64
06/03/2007	Australia Post	P O Box Renewal		59.09
07/03/2007	AUA	Good Practice Guides		526.71
10/03/2007	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00	
		Printing Postage and Stationery	<u>166.35</u>	2416.35
16/03/2007	Toner Express	Printing Postage and Stationery		465.00
16/03/2007	Ian Dobson	Journal Editorial Honorarium		1,500.00
16/03/2007	Wizard Cons	Accounting System		1,776.85
19/03/2007	Christchurch	Meeting Expenses Toni H		485.62
20/03/2007	Quality Hotel	Meeting Expenses		2,590.36
22/03/2007	HL & R Pickford Holdings	Executive/Branch Admin Support	2,250.00	
		Meeting Expenses	<u>303.98</u>	2553.98
28/03/2007	Robyn Clark	Refund Membership Subscriptions		110.00
28/03/2007	Viv Carson	Refund Membership Subscriptions		110.00
28/03/2007	Toni Kilsby	Refund Membership Subscriptions		110.00
28/03/2007	Richard Easther	Meeting Expenses		316.73
28/03/2007	Uni of SA	Meeting Expenses Lucy		402.62
28/03/2007	Taylor and Francis	Journal		5,408.17
13/04/2007	Neil Voyce	Meeting Expenses		1051.83
16/04/2007	Wizard Cons	Accounting System		681.82
16/04/2007	Evolution 7	Web & Computing Expenses		4,209.09
16/04/2007	NSW Branch	Reconciliation balance owing	2,135.00	
		Share Income Pooled investment	<u>460.71</u>	2595.71
16/04/2007	Cancelled			0.00
16/04/2007	Scardoni Enterprises	Executive/Branch Admin Support	2,250.00	
		Printing Postage and Stationery	21.91	
		Meeting Expenses	20.18	2292.09
20/04/2007	Peter Scardoni	Prepaid Conference Expense		3,364.55
24/04/2007	NSW Branch	Conference Income (half share)		13090.81
24/04/2007	ATO	Branch GST Suspense		1891.00
26/04/2007	ASIC	Sundry Expenses		40.00
27/04/2007	Griffith	Prepaid Expenses Council John Swinton	277.08	
		Meeting Expenses John Swinton	<u>300.00</u>	577.08
30/04/2007	Curtin	Prepaid Expenses Council Chris P		725.07
30/04/2007	ACT Branch	Reconciliation balance owing		3267.86
30/04/2007	The Journal	Reconciliation balance owing		1626.00

<b>30/04/2007</b>	<b>WA Branch</b>	Reconciliation balance owing	8456.00
<b>30/04/2007</b>	<b>HL &amp; R Pickford Holdings</b>	Executive/Branch Admin Support	2250.00