

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

There will be the following series of meetings in Melbourne from 11-12 June 2008. FMAC members need to arrive on 10 June in time for a morning meeting on 11 June. Council members need to arrive in time for the first part of the Planning Meeting which begins after Lunch on 11 June.

**11 June**

9.30am	FMAC meeting
12.30pm	Lunch
1.30pm	Planning Meeting Part 1
4.30pm	Close of Day 1
7pm	Council dinner

**12 June**

9.30am	Planning Meeting Part 2
12.30pm	Lunch
2pm	Council Meeting
5pm	Close

All Councillors have been booked into the venue by Maree Conway. The venue is the Grand Chancellor Hotel, 131 Lonsdale Street, Melbourne. Tel 03 9656 4115, Fax 03 9663 3715, e-mail [functionsbgc@hgcmelbourne.com](mailto:functionsbgc@hgcmelbourne.com)

**DELEGATES**

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Rex Jones	Association Treasurer
Linda McLain	ATEM Councillor & Chair Western Region
Heather Davis	ATEM Councillor
Neil Voyce	Representing Chair Aotearoa Region
Jane Kovacs	Representing Angela Boyes, Co-Chair Bass Region
Joanne Austin	Co-Chair Bass Region
Judy Szekeres	Chair Central Region
Jennifer Till	Chair NSW/ACT Region (to be confirmed after the election)
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Chair Tropical Region

**In attendance**

Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

**\*1 Welcome and Apologies**

The President will welcome Rex Jones of Central Region who is the new Association Treasurer, and Jane Kovacs from Bass.

We have apologies from BP Ali Hughes (Aotearoa) and Angela Boyes (Bass)

**\*2 Starring of Items**

The President will move that all unstarred items be resolved in the affirmative.

**\*3 Minutes**

The Minutes of the meeting held in Sydney on 12 March 2008 are attached. **Pages 4-9**  
For confirmation

**4 Business Arising from Council Minutes****4.1 ATEM Action Sheet**

The ATEM Action Sheet as at June 2008 will be in Tabled Papers. For noting

**\*4.2 President's Report**

The President will report on various items of business arising, including

- UA Joint Courses;
- Relationships with DEEWR, NZVCC, and TAFE Directors (Meeting with Dr Colin Adrian of the Canberra Institute of Technology);
- TEFMA Secretariat

**\*4.3 FMAC**

The FMAC Agenda is being mailed as a separate document. Lucy Schulz will report on decisions and recommendations arising from the meeting which is being held immediately before Council.

**\*4.4. Region-wide Survey of Needs**

The final Massaro Consulting Report will be circulated on the weekend as a separate document. It is two megabytes.

**\*4.5 Report from the Professional Development Coordinator**

Maree Conway will report on the development of the 2009 PD Program, and on a session at TEMC 2008 for those volunteers involved in the development of professional development in regions, including Institutional Coordinators.

**\*4.6 Branding and Marketing**

Regional Chairs are asked to bring their Members Welcome Packs to the meeting so that a display can be set up during lunch. There will be a discussion on an ATEM-wide pack.

**4.7 ATEM AGM**

The 2008 AGM was conducted successfully over the net. For noting

**4.8 Policy Documents**

Council discussed the following Policy Documents.

\*(a) Institutional Coordinators: a new draft from VP Lucy Schulz and VP Chris Pepper is attached.  
**Page 10**

\*(b) ATEM Grants and Awards: a draft from VP Chris Pepper is attached. **Pages 11-16**

(c) Strategic Directions Statement: this document will be based on the findings of the Planning meetings held before Council. A document will be produced by the President and Maree Conway and circulated for adoption by Flying Minute. For noting

\*(d) The Standing Orders for Council Meetings needs some editing following the 2010 reforms. A draft is attached **Pages 17-21**

## 5. Affiliations

### 5.1 International Affiliations

The ATEM Delegates to international conferences and affiliate delegates attending TEMC are shown below. For noting

<b>Affiliate</b>	<b>ATEM delegate</b>	<b>Affiliate's Delegate to TEMC</b>
ACCRAO 24-27 Mar 2008 Orlando Florida	VP Lucy Schulz Central	
AAUA 26-28 June 2008 Salt Lake City Utah	RC John Swinton SE Qld/NR	
AUA 31 Mar-2 Apr 2008 York	Cr Linda McLain Western/Aotearoa	Bruce Nelson
AUA 6-8 Apr 2009 Exeter	VP Lucy Schulz	
ACHEA 9-12 July 2008 Cayman Islands	<i>This Conference has been cancelled.</i>	

## 6 Reports

### 6.1 Conferences

#### \*6.1.1 2008 TEM Conference

Toni Hodge's report is attached. [Pages 22-24](#)

#### \*6.1.2 2009 TEM Conference

VP Chris Pepper and Jo Miller will report

#### 6.1.3 Future Conferences

Future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012, **Hobart** 2013, **Perth** 2014, **Sydney** 2015 (the last three subject to TEFMA agreement)

#### \*6.2 Report from the Editor of the Journal

Ian Dobson's report is attached. [Pages 25-28](#)

### 6.3 Report of the ATEM Foundation

The latest spreadsheet on ATEM and Foundation investments will be in tabled papers.

### 6.4 Report of the Executive Committee

After a consultation process with the Emeritus Chapter, expressions of interest were called for the position of Convenor of Ghosts. The Executive Committee has considered the submissions and recommends that Giles Pickford be appointed Convenor of Ghosts to the AGM of April 2011.

## 7. 2008 Meetings

Council meetings in 2008 are on the following days:

Sunday 28 September at 11.00 am - Christchurch

Thursday 11 December at 11.00 am – Sydney

All Council meeting are preceded by FMAC meetings at 9.30 am.

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

**Council Minutes**

Minutes of a meeting of the ATEM Council held on Wednesday 12 March 2008 at 11.00 am in the Druiitt Room at the Crowne Plaza Hotel, 150 Day St, Darling Harbour, Sydney

**DELEGATES PRESENT**

Tom Gregg	ATEM President
Lucy Schulz	Vice-President
Chris Pepper	Vice-President
Toni Hodge	Association Secretary
Neil Voyce	Association Treasurer
Linda McLain	ATEM Councillor & Chair Western Region
Heather Davis	ATEM Councillor
Jennifer Till	Co-Chair NSW/ACT Region
Ali Hughes	Chair Aotearoa Region
John Swinton	Chair South-East Queensland/Northern Rivers Region
Jo Miller	Chair Tropical Region
Judy Szekeres	Chair Central Region
Angela Boyes	Co-Chair Bass Region
Joanne Austin	Co-Chair Bass Region

**In attendance**

Maree Conway	ATEM Secretariat
Giles Pickford	ATEM Secretariat
Peter Scardoni	ATEM Secretariat

**In attendance for item 4.5.2**

Vin Massaro	Massaro Consulting
Lorraine Perry	Massaro Consulting

**1 Welcome and Apologies**

The President welcomed ATEM Councillor Heather Davis and RC Jo Miller to their first meetings. Apologies were received from Steve Langley, Co-Chair NSW/ACT Region

**2 Starring of Items**

The President moved that all unstarred items be resolved in the affirmative. Carried

**3 Minutes**

The Minutes of the meeting held in Sydney on 13 December 2007 were confirmed.

**4 Business Arising from Council Minutes**

**4.1 ATEM Action Sheet**

The ATEM Action Sheet as at March 2008 was noted.

**4.2 UA/ATEM Joint Courses**

Council noted that the President will be meeting with Professor Glenn Withers, the CEO of UA, on 12 March at the AFR Higher Education Conference.

### 4.3 FMAC

Council noted the FMAC Agenda for a meeting which was held just before Council's meeting. VP Lucy Schulz commented on how helpful it had been to have three Regional Financial Officers (RFOs) at the meeting. She then reported on decisions and recommendations arising from the meeting.

#### RESOLVED 1/08

- (a) That the updated budget for the triennium 2008-11 be adopted.
- (b) That Regions need to get their audited accounts for the year ending December 2007 in to Peter Scardoni promptly. It was agreed that Peter Scardoni should send RFOs an email confirming what was needed for different regions given that some audits would be organized by Peter and others through normal auditors used in Regions. The Notice of the AGM will go out on 4 April and the meeting will be held by e-mail on 30 April. The transitional budget and the triennial budget for the whole of ATEM need to go out with the Notice of Meeting. The Chair, assisted by Peter Scardoni, is to send a note to Treasurers and Regional Chairs to confirm the next steps for financial processes and budget development prior to June meeting. This note should focus on the meeting in response to RFOs concerns and clearly outline what was needed to transition all Regions to new financial structure for the Association.
- (c) That the Regions also need to submit their budget for 2008-2011 to the ATEM Secretariat as soon as possible and certainly in time for inclusion in the Agenda for the June meeting of Council (the Agenda will be posted on 5 June for the meeting on 12 June)
- (d) That all old Branch Bank Accounts should be closed and the money moved into the new financial structure before 12 June. Regions that have submitted a budget would then be able to have that budget funded immediately by ATEM Inc.
- (e) That the ATEM Secretariat will have a new banking system in place before June.
- (f) That Regions will be issued with at least one and not more than two credit cards, each with a credit limit of \$5,000. Two cards may be needed in Regions where the elected officers are widely dispersed. The cards will have merchant facilities attached.
- (g) That each Region needs to appoint an officer who will manage Regional accounts and have the authority to sign. The second signatory in all Regions will be Peter Scardoni.
- (h) That regions will have the authority to spend up to \$5,000 at a time provided the item is budgeted.
- (i) Council noted the following table of funds currently held by Regions

<u>Branch/Region</u>	<u>Working Funds\$</u>	<u>Term Deposits\$</u>	<u>Combined Branch/Region\$</u>
ACT	35,361		
NSW	9099		NSW/ACT 44,460
Vic	75,599	68,697	
Tas	5,575	11,679	Bass 161,550
NT	2,588	42,521	
Qld	N/A	N/A	
SA	7,314		
WA	11739	27,473	Grand Total
Total AUD	147,275	150,370	297,645
NZ	34,342		34,342

- (j) That the payments schedules be approved.
- (k) That it be noted that the updating of the Finance Manual will take some time to complete. The Treasurer aims to have it ready for the June meeting of Council.
- (l) That the Financial Delegations will be finalised when the new banking arrangements are implemented in the next few weeks.
- (m) That there are now three Universities doing payroll deduction (Tasmania, Wollongong and Newcastle). Council noted that some ATEM members had requested automatic deduction of the Annual Subscription from their credit card. This new method of payment be approved.

- (n) That Peter Scardoni's visit to the Aotearoa Region in May to assist with the completion of the changeover to the single accounting system be noted
- (o) That discussions with the Commonwealth Bank concerning the new banking system and linked accounts for Regions are well underway and should be ready well before June.
- (p) That Steve Allen of Moore Stephens had not yet provided advice on the Tax Deductible Gift Recipient Status for the ATEM Foundation, nor provided written evidence that ATEM Inc. had been given status as a tax exempt body.
- (q) That the Association Auditor will carry out a complete compliance audit to ensure that ATEM complied with all legislation and international accounting standards; and that that Maximised Results (which sold us the single accounting system) will do an audit of the accounts structure and GST codes, and develop a budget system in the accounts to satisfy our new structure. Both audits are underway.
- (r) That VP Chris Pepper will conduct a risk assessment exercise for ATEM and for the TEM Conference; and that the team which will work with Chris, being RC Ali Hughes (Aotearoa), RC Jennifer Till (NSW/ACT), VP Lucy Schulz (Central) and Peter Scardoni (ATEM Secretariat), be approved. The team is to report to Regions and collate responses in time for the June meeting of Council.
- (s) That ATEM's liability was covered by Unimutual as follows: General and Product Liability - \$1,000,000; Professional Liability - \$1,000,000.
- (t) That it is noted that VP Chris Pepper discussed with FMAC the financial implications of his recommendations concerning Awards and Grants. The recommendations to Council involve increasing the quantum and the number of grants, and that FMAC has recommended to Council that the changes should assist in the membership recruitment drive and that in the end the amounts would be recovered.

#### **4.4. Region-wide Survey of Needs**

Professor Vin Massaro and Lorraine Perry attended for this item. Council discussed the Phase 2 Scanning Report prepared by Maree Conway in consultation with Vin Massaro and Lorraine Perry.

It was agreed that one of the underlying aims of the Survey is to arrive at a point where ATEM can identify its "Unique Selling Position", from which the growth of the organisation can develop. We also need to identify the pathways through which members and non-members alike can use ATEM's courses to reach their full potential. It is understood that ATEM's positioning is that it offers its education and training programs to the sector, not just to members. For all the above reasons, the quality of ATEM's offerings is paramount.

Maree urged Regional Chairs to respond to the survey on professional development that had been circulated as part of the Review.

It was agreed that ATEM needs to add mentoring and career development to its offerings, because the knowledge gained by members is uniquely portable within the sector.

#### **4.5 Report from the Professional Development Coordinator**

Maree Conway's report was discussed and adopted. It was agreed that Maree Conway would run a session at TEMC 2008 for those volunteers involved in the development of professional development in regions. Institutional Coordinators would also be encouraged to attend TEMC, and participate in the workshop.

#### **4.6 President's Letter to Corporates and the Patron**

The President's Letter to the Patron and to Corporate Members outlining the 2010 reforms was noted.

#### **4.7 Regions**

Maree Conway's report on the visit of SE Queensland/Northern Rivers to Bass was noted.

#### 4.8 Branding and Marketing

Due to lack of time, this matter was deferred to the June meeting of Council. Regional Chairs were asked to bring their Welcome Packs to the meeting so that a display can be set up.

#### 4.9 ATEM AGM

On the recommendation of Toni Hodge, Association Secretary, Council adopted the following schedule for the electronic AGM.

- 4 April 2008 - Circulate the Agenda by mass e-mail. Members will be invited to ask questions or make comments to the President, Secretary or Treasurer by e-mail.

The Q&A responses will be summarised and included each week up until 25 April in 'Weekend Update'.

- 25 April 2008 – Close of question period
- 30 April – The Secretariat will circulate a mini-survey, using the existing web-based response facility. Members will be able to record a yes/no/abstain vote on all resolutions between 6.00 am to midnight on this day.
- 1 May – the Minutes of the AGM are posted on the web.

#### 4.10 Policy Documents

Council discussed the following Policy Documents.

(a) Institutional Coordinators (drafted by VP Lucy Schulz) It was agreed that this document needed further work. VP Lucy Schulz and VP Chris Pepper will report to the next meeting.

(b) Staff Exchange Programs and Study Tours (drafted by Maree Conway). This document was approved and Maree Conway was asked to implement it.

(c) ATEM Grants and Awards (drafted by Chris Pepper). Council noted that FMAC had discussed the financial implications of the extra funds needed to implement Chris Pepper's recommendation. FMAC had recommended adoption. It was agreed that these proposals for the upgrading of grants and the creation of new grants be adopted. The revised Terms of Reference for the Awards and Grants Committee were also adopted. VP Chris Pepper was asked to circulate his proposals to Regions and prepare a final report for the June meeting of Council.

(d) Strategic Directions Statement. Council approved the process recommended by Maree Conway and Tom Gregg for the revision of the Strategic Directions Statement. There will be a full day devoted to the revision at the June Meeting of Council.

### 5. Affiliations

#### 5.1 International Affiliations

Council noted the ATEM Delegates to international conferences are shown below.

Affiliate	ATEM delegate	Affiliate's Delegate to TEMC
ACCRAO 24-27 Mar 2008 Orlando FL	VP Lucy Schulz SA	
AAUA 26-28 June 2008 Salt Lake City Utah	RC John Swinton Qld	Bruce Nelson
AUA 31 Mar-2 Apr 2008 York	Cr Linda McLain WA	
ACHEA 9-12 July 2008 Cayman Islands	Cr Heather Davis Vic	

#### 5.2 Local Affiliations

Council noted the President's Report on collaboration with the following groups:

DEEWR: The new Department of Education, Employment and Workplace Relations – yet to do.

NZVCC: Penny Fenwick, who is a long time ATEM Member and member of the Editorial Board of the Journal, has been appointed CEO – a meeting has been arranged.

TAFE Directors: Meeting with Dr Colin Adrian of the Canberra Institute of Technology – yet to do

## **6 Reports**

### **6.1 Conferences**

#### **6.1.1 2008 TEM Conference**

A report from Toni Hodge was adopted.

#### **6.1.2 2009 TEM Conference**

VP Chris Pepper visited Darwin with the PCO. His report was adopted. It was agreed that the ATEM members on the proposed TEMC Organising Committee be VP Chris Pepper and the Association Secretary Toni Hodge, plus four locals being RC Jo Miller and three members drawn from Charles Darwin University and Batchelor Institute.

#### **6.1.3 Future Conferences**

Future Conferences will be **Christchurch** 28 September - 1 October 2008, **Darwin** 12-16 September 2009, **Melbourne** 2010, **Brisbane** 2011 and **Adelaide** 2012.

Council agreed that the 2013 TEMC should be in Hobart

#### **6.1.4 Rotation of Conferences**

Council noted that after the Adelaide meeting in 2012 there is no set policy on determining Conference Venues. There had been a thought that Regions would be asked to put forward expressions of interest in holding the Conference and a decision would be based on merit. Council decided that the old rotation should be retained, provided that a region could opt out of holding the TEMC if it wanted to. Therefore the 2013 TEMC would be held in Hobart and 2014 in Perth and 2015 Sydney. The President was asked to discuss this schedule with TEFMA.

#### **6.1.5 Extension of Contract for PCO**

Council agreed that there was no need to call for tenders in 2009 for the PCO, because the present PCO is excellent. The President was asked to discuss this proposal with TEFMA.

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

Dr Ian Dobson's report was noted. Council was pleased with the development of the Journal which now has a rejection rate of 80%. Council was especially pleased that the L H Martin Institute for Higher Education Leadership and Management had become an equal partner in the Journal.

### **6.5 Report of the ATEM Foundation**

Council noted the Minutes of a recent Foundation Board teleconference, including a draft investment policy. The updated investment spreadsheet was also noted.

## **RESOLVED 2/08**

That the following investment policy be adopted.

1. ATEM Foundation has been appointed the investment arm for the ATEM Foundation and ATEM Inc.

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

## **7 Other Business**

### **7.1 TEFMA**

The President reported on the establishment of a joint Secretariat with TEFMA. Council agreed that this development was appropriate.

### **7.2 ATEM Web Site**

Giles Pickford reported that the revision of the ATEM web site had been completed.

## **8. 2008 Meetings**

Council meetings in 2008 are on the following days:

Thursday 12 June at 12.30 pm - Melbourne  
Sunday 28 September at 11.00 am - Christchurch  
Thursday 11 December at 11.00 am - Sydney

*GP 15/3/08*

## **Item 4.8 (a) Institutional Coordinators Policy Document**

### **Policy Document: Institutional Coordinators**

*(Adopted in February 2003, modified December 2007)*

The Institutional Coordinator is a new role, based on similar roles that have existed in some regions and branches in the past. In ATEM's review of its future, the role of Institutional Coordinator has been established as a pivotal strategy in developing and maintaining ATEM's profile at the institutional level.

While members join ATEM, the Association, the focus of their work, and the focus of professional education and training is at the regional and institutional level. Regions need to have a strong presence at each institution to strengthen the link between local institutions and the region.

The Coordinator would have a number of responsibilities in the following areas, supported by the regional committee, the ATEM Secretariat and Council.

#### **ATEM profile and marketing**

One of the key roles of the coordinator is to provide an institutional contact for ATEM and to actively promote ATEM activities and member benefits. This can involve:

- maintaining a stock of ATEM brochures for circulation within the institution;
- distributing professional education and training information within the institution; and
- assisting with the organisation of institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

#### **Membership**

Whilst Institutional Coordinators are not expected to actively recruit ATEM members directly there are a number of activities which can assist and inform the Association about the views of members within a particular institution. Coordinators are therefore encouraged to engage with the membership thereby contributing to member satisfaction and engagement with the Association and its activities. This may involve:

- encouraging attendance at professional development activities and seeking out members who are regular non attendees; and
- keeping in contact with former members at the institution and inviting them to rejoin ATEM

#### **Liaison**

- Liaising with the local Human Resources Department:
  - to seek approval to include ATEM brochures in new staff information packs or induction websites; and
  - to ensure there is a web link to ATEM on the HR web page (if the institution is a corporate member).
- Liaising with the local Finance Department to investigate the option of regular subscription deductions through internal payroll systems (including conference registrations).
- Liaising with the local Public Relations or Marketing Department to provide copy for stories about ATEM in local newsletters etc.

#### **Reporting**

- Report on institutional activities to the Region for potential dissemination to other ATEM member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

The Coordinator may wish to co-opt volunteers to assist in the above functions, but the Coordinator will be the 'driving force' for that particular institution.

In exchange for being the Coordinator:

- The ATEM Secretariat will waive the annual membership for that person at the time of renewal provided that there are five or more ATEM members at the Institution;
- Each Coordinator will be acknowledged on the ATEM website (with a link to their email address);
- Opportunities will be provided at the TEM Conference to give them the opportunity to share best practice and for ATEM to formally acknowledge their contribution and efforts eg. ATEM members breakfast.

## **Item 4.8 (b) Awards and Grants**

### **ATEM Awards and Grants Discussion Paper June 2008**

#### **1.0 Recommendations**

It recommended that Council *approve* the:

- (i) *introduction of the Vice Chancellor's (or equivalent) Award from 2009 as proposed in 4.1;*
- (ii) *introduction of a new Annual Career Development Award from 2009 to the value of \$7,500; and,*
- (iii) *revised ATEM Awards and Grants Committee: Membership and Terms of Reference contained in Attachment Two*

*and;*

- (iv) *that the proposed Awards be referred to the Awards and Grants Committee to develop a subsequent recommendation to Council on the naming and criteria for selection.*

#### **2.0 Preamble**

The introduction of the ATEM 2010 reforms and the specific move from a federation of largely autonomous branches to one Association ensconced in designated regions, has resulted in the need to review the provision and management of awards and grants across the Association.

The Association's awards and grants have consisted of the:

- Peter Karmel Travel Grant
- Maurie Blank Study Scholarship
- Honorary Fellow
- Meritorious Service Award
- Certificates of Appreciation

Further grants and awards have been offered at a branch level which primarily involved financial assistance to attend the Association conference, other conferences or further study. Criteria for selection varied as did the amounts offered to members in this regard and requirements placed on successful candidates.

There is a need to standardise awards and grants, and the process by which they are managed and also to provide for their equitable distribution. This needs to be considered in the context of the whole Association and with the view to maximise benefits to all members, their institutions and the Association going forward.

This paper presents concepts and recommendations for consideration by Council.

#### **3.0 Existing Awards and Grants**

The awards and grants issued at an Association level have remained constant for a number of years with only the quantum being adjusted in 2007. Conversely, it would appear the branches have offered a variety of awards and grants which have been modified in both value and style. This may have been in attempt to meet local membership needs or in search of models that appealed more broadly to the membership. The awards and grants not only differed from year to year within the branches but also substantially in number and value between branches. Some branches offering nothing in this respect whilst others offering many.

In recent times the number of scholarships to attend the TEM conference has grown significantly to represent the largest grouping at a branch level and totalling as much as \$25,000 per annum across the Association. Study scholarships similar to the characteristics of the Association's Maurie Blank Scholarship were offered by a couple of branches (\$5,400pa.) as were awards in career development (\$1,500+pa.). Other grants and awards included an international scholarship for conference attendance or training abroad, specific conference support (other than TEM), branch conference and professional develop programs support (\$11,500pa.) All of these awards and grants differed in the number, value, criteria, procedure and requirements of successful candidates.

A table summarising the previous Branch awards and grants is provided in Attachment One.

#### **4.0 Discussion and Proposal**

Association awards and grants have historically been presented to a senior cohort of the membership and to those members involved in the professional administration of ATEM at an Executive and/or branch level. Branches have endeavoured to target the distribution of awards more evenly across the membership albeit somewhat inequitably across the Association as previously described. There is no suggestion that this has been inappropriate though a couple of significant deficiencies are noted in this current two-tiered system. Firstly, there are limited awards specifically targeted at the ATEM primary target market of developing managers. Secondly, all awards are issued at an Association and Branch level resulting in a substantially introspective model. This model misses the opportunity to involve the Corporate Members and their institutions thereby limiting ATEM's reach into existing and potential members at that level. This is inconsistent with the ATEM 2010 reforms which place a clear emphasis on maximising ATEM activity and benefit for members at an institutional level. We must ensure that the awards and grants issued by the Association and the newly established Regions are clearly acknowledged and celebrated at the Association, Regional AND institutional level. Furthermore we must develop an award specifically for our primary target market that raises the profile and prestige at a local level followed by acknowledgement within ATEM at a Regional and Association level.

#### **4.1 Vice Chancellor's (or equivalent) Award**

To this end, it is proposed that the Council consider introducing a jointly badged Corporate Members' Vice Chancellor's (or equivalent) Award targeted at developing managers and selected by the institution in accordance with criteria set by the Association. This would replace the current inequitable and inconsistent regional TEM Conference Scholarships. The award would consist of registration and attendance at the next TEM conference with the investment shared between the Association (registration fee) and the institution (travel, accommodation and expenses). It would be envisaged the Award would be presented by the Vice Chancellor (or equivalent) at a major gathering within the institution acknowledging the recipient and their manager. The Award would be further acknowledged at a Regional level, in *ATEM Matters* and at the ATEM Breakfast and Members' Forum at the TEM Conference. This will increase the involvement of the Corporate Membership and develop a prestigious Award at the institution offering pier level recognition as well as regional and association acknowledgement. It will also promote ATEM and the TEM conference (and their respective value) with the target cohort and Corporate Members.

Initial additional costing of this award for the Association based on current TEM conference fees, cost per delegate and 63 Corporate members would be estimated at a maximum \$27,000 (ie. \$52,000 less current scholarship expenditure of \$25,000). It is expected that the actual cost would be substantially lower given that: (a) not all Corporate Members are likely to take up the opportunity at the outset; and (ii) a proportion of the awards are likely to be issued to persons who under normal circumstances would not be attending the conference. The cost per head for additional delegates is reduced through economies of scale.

The cost should be in the first instance funded from reserves though expected to be ultimately recovered through increased membership (particularly developing managers) and participation in the TEM conference (A component of the cost could however be levied against general marketing

overheads or other by recommendation of FMAC). It would be necessary to establish suitable benchmarks so that this can be measured over time. It may be that increases to Corporate fees or other income streams are considered should this be required in the future.

#### **4.2 Regional Awards and Grants (including scholarships)**

The need to standardise the regional award and grant types, value, criteria, promotion and requirements of successful candidates is manifest. There is also a need to ensure that Regional Awards do not compromise or rival Association Awards. It is proposed that this is best achieved under the auspices of the Awards and Grants Committee with modified composition and terms of reference. The Committee would be responsible for approving the establishment, process and requirements of all awards or grants whilst Regions (and institutions) would retain control over regional promotion, decisions on the success of candidates and governance over established requirements of the awards.

In accordance with the above it is proposed that the existing regional grants that rival the Association's Peter Karmel and Maurie Blank Awards be discontinued.

It is also proposed that the regional career development awards are reinvested along with the international and study scholarships in a further single prestigious Association Career Development Award. There may be opportunity to dovetail this in with our proposed association with the LH Martin Institute or other strategic partners.

It is envisaged that Regions would retain branch and other conference awards and also regional professional development scholarships as approved by the Awards and Grants Committee and through budgetary allocation. The proposal in no way diminishes the Regions ability to propose precursory, new or other awards and grants.

*Note: All costing of the proposed amendments to awards and grants would be considered by FMAC for advice prior to submission to Council.*

#### **5.0 Conclusion**

The introduction of one Association in designated regions elicits the need to review the awards and grants offered by the Association and Regions to ensure they are equitably offered and issued for the benefit of all members and their institutions. To this end, the current two-tiered model requires modification as it does not achieve this, or adequately target ATEM primary market, nor does it maximise its opportunity to reach individual and corporate members, and prospective members. A proposal is made to introduce a Vice Chancellor's (or equivalent) Award targeted at developing managers and issued, acknowledged and celebrated at an institutional, regional and Association level. The Award would be registration and attendance at the TEM conference with the investment shared between the Corporate Member institution and the Association. Existing regional TEM conference scholarships would cease with the funds reinvested in the revised Award program.

Regional Awards that rival or conflict with Association Awards (and selected other awards) would cease with those funds redirected to the establishment of a prestigious Association Career Development Award.

The existing Association Awards would largely remain unchanged though consideration may be given to minor adjustment to the Peter Karmel and Maurie Blank, including the possibility of there being more than one available in any year.

Finally, there is a need for improved governance over the awards and grants across the association such that the aims of these proposals are achieved and maintained. The Awards and Grants Committee would be charged with the responsibility for this with amendments to the composition and terms of reference made accordingly.

<b>Grant/Award</b>	<b>Value</b>
<b>Association</b>	
Peter Karmel Travel grant	\$10,000 (prev. \$7,500)
Maurie Blank Study Scholarship	\$4,000 (prev. \$3,000)
Honorary Fellow	Non-financial
Meritorious Service Award	Non-financial
Certificates of Appreciation	Non-financial
<b>Branches</b>	
<b>New Zealand</b>	
Regional Conference (3)	<i>Not reported</i>
TEM Conference Scholarships (2)	\$5,000
<b>Victoria</b>	
International Scholarship (conference, training)	\$7,500
TEM Conference Scholarships (3)	\$6,000
Service Centre Conference Scholarship (2)	\$2,000 (up to \$1,000ea)
HEW3-6 Scholarship (2)	\$2,000 (up to \$1,000ea)
Career Development Scholarship	\$1,500 (up to)
<b>Tasmania</b>	
TEM Conference Scholarship	\$1,000 (up to)
<b>South Australia</b>	
John Emery Study Scholarships (2)	\$2,400
TEM Conference Scholarships (3)	\$2,475
<b>New South Wales</b>	
TEM Conference Scholarships (4)	\$6,000
Branch Conference Scholarship	<i>Not reported</i>
Career Development Program Scholarship	<i>Not reported</i>
General PD Program Scholarship	<i>Not reported</i>
<b>Western Australia</b>	
Best Practice Study Grant	\$3,000
TEM Conference Scholarships (2)	\$4,000
<b>Queensland</b>	
Nil	
<b>Northern Territory</b>	
Nil	
<b>Australian Capital Territory</b>	
Nil	
<b>Branch Totals:</b>	
<b>TEM Conference Scholarships</b>	<b>\$24,475</b>
<b>Study Scholarships/Grants</b>	<b>\$5,400</b>
<b>Career Development</b>	<b>\$1,500+</b>
<b>Other</b>	<b>\$11,500+</b>

**Association for Tertiary Education Management****ATEM Awards and Grants Committee: Membership and Terms of Reference****Purpose**

The ATEM Awards and Grants Committee considers and makes recommendations to Council on all new and existing Awards and Grants proposed, established and issued by the Association or its Regions.

The Committee considers applications for all awards and scholarships made by the Association, and Regions of the Association, except the President's Award which is made at the discretion of the President. The Committee meets according to the following timeline (exact dates depend on timing of conference).

All Awards and Grants (excluding the Vice Chancellor's Award)

Call for nominations:	by mid-June
Regional submission for any new, or modifications to existing, Awards and Grants	by mid-June
Reminder:	mid-July
Applications for Association awards and grants close:	end July-mid August
Applications considered by Committee by:	end August-mid September
Award recommendations forwarded to Council by:	agenda deadline
Recommendations to Council on any new, or modifications to existing, Association or Regional Awards and Grants	agenda deadline
Recipients announced during Association Conference:	September/October

A special meeting shall be scheduled in May each year to consider nominations for the Vice Chancellors (or equivalent) Award and in line with the following timeline:

Vice Chancellor's Award

Call for nominations	End of April
Nominations considered by Committee	May
Recommendations to Council	June
Awards announced at regional and Institutional level	July
Recipients acknowledged during Association Conference	September/October

**Membership**

- One ATEM Vice-President who will be Chair of the Committee, nominated by the President, and who will have the casting vote.
- Two Councillors.
- One Regional Chair (Aotearoa Region has proposed this be increased to 3...for consideration)
- An ATEM member holding a senior management position in the tertiary education sector, nominated by the Chair of the Committee.

The Committee has the power to co-opt as it sees fit.

The ATEM Secretariat will provide secretarial support.

The term of office for all members is normally two years to coincide with the term of office of the ATEM Vice-President who is Chair.

**Terms of Reference**

- To ensure that all Awards and Grants are, as far as is practicable, established and issued equitably and consistently across the Association
- To consider and approve all existing and new Regional Awards and Grants for recommendation to Council
- To consider applications for the following awards:

**ATEM Awards**

Certificates of Appreciation

Honorary Fellow

International Conference Delegates (under reciprocal agreements)

Meritorious Service Awards

Peter Karmel International Travel Grants

Maurie Blank Study Scholarships

Association Career Development Award (*to be named*)

- To report to the Council via the Executive on recommended nominees for the Awards and Grants.
- To report annually to the Council on any changes required to the criteria for the Awards and Grants, or to procedures to be followed by the Committee.
- To note all regional Awards and Grants and monitor corporate governance standards

The President's Award is not considered by this Committee, although the President may request the Committee to propose worthy members.

**Item 4.8 (d) ATEM Council Standing Orders**

Changes flowing from the 2010 reforms are highlighted in yellow.

**ATEM COUNCIL STANDING ORDERS**

*Adopted by Council Flying Minute 03/38 November 2003*

**Application of Standing Orders**

The ATEM Constitution states that Council must hold meetings and may regulate their conduct (section 8.6)

These Standing Orders apply to the convening and conduct of meetings of the ATEM Council; any other committee established under the aegis of the ATEM Council or its Branches may, at the discretion of the Chair, adopt these Standing Orders.

These Standing Orders are intended to be a descriptive framework in which committees can conduct their business, but are not intended to anticipate every possible aspect of meeting procedures. In all cases, the ATEM Constitution shall take precedence over these Standing Orders. Subject to this, the Chair shall decide all questions where these Standing Orders make no provision or insufficient provision. The Chair's ruling shall be final and not open to debate.

These Standing Orders incorporate relevant determinations from the ATEM Constitution and its Guidelines, with the relevant section being shown in **[bold brackets]**.

**1. Committee Chair**

All meetings of the Council at which he or she is present shall be presided over by the President or, in the President's absence, a Vice President. In the absence of the President and the two Vice Presidents, the members present at the meeting shall elect an acting Chair and that person may exercise the powers and shall perform the functions of the Chair for that meeting. **[8.6(a)]**

**2. Notice of Meeting**

(1) A notice of meeting together with a copy of the business papers, a copy of all minutes of regular or special meetings held since the last regular meeting and a report of all decisions made by the Executive Committee acting on behalf of Council since the last meeting, shall be forwarded by the Secretariat on behalf of the Association Secretary to the nominated email address of Council members at least fourteen clear days prior to the date of the meeting. The accidental omission to give notice of a meeting to any members, or the non-receipt of a notice by a member, shall not invalidate the proceedings of, or any resolution passed at, the meeting. **[8.7]**

The Financial Management Advisory Committee (FMAC) will meet immediately prior to Council. The FMAC Agenda will be distributed at the same time and the Chair of FMAC will report all recommendations to Council.

(2) Except with the express prior permission of the Chair, late papers will not be accepted, nor will the tabling of papers. All papers must be submitted to the Secretariat twenty-one clear days before a scheduled meeting.

(3) 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 other members. **[8.6(a)]**

### 3. Order of Business

Unless otherwise determined by the President, the order of business for Council meetings shall be as follows:

- apologies
- starring of items
- confirmation of minutes of previous meeting(s)
- business arising from the minutes
- report from Executive on business between meetings
- report from any subcommittees or special groups (eg TEM Conference, Branches, Journal.
- financial reports
- new items of business
- information papers

### 4. Quorum

A quorum for the ATEM Council is one half of all the persons who currently comprise Council.  
[8.6(a)]

### 5. Apologies

Any member of the Council who fails to attend two consecutive, scheduled meetings without leave of absence or an accepted apology will vacate their office. In the event of a vacancy on Council, section 7 of the Constitution shall apply; for Council-appointed committees, the President shall determine how the vacancy should be filled. [7]

### 6. Substitutes (Proxies)

(1) A substitute may attend a Council meeting for a **Regional Chair** where the substitute is acting for the **Regional Chair**.

(2) Executive members may not nominate a substitute to a meeting.

(3) Voting by proxy is permitted.

### 7. Open Meetings

Meetings shall be open to ATEM Members as observers, subject to the following provisions:

(1) The admittance of observers shall be at the discretion of the Chair of the meeting and subject to the availability of space.

(2) An observer may not vote or speak on any matter nor communicate in any way with any member of a meeting at a meeting except at the express invitation of the Chair.

(3) The Chair may, and in the case of confidential items shall, exclude any and all observers from a meeting or part of a meeting.

(4) Agendas and business papers shall not normally be made available to observers.

### 8. Starring of Items

(1) At the commencement of each meeting the Chair shall invite all members to "star" items on the agenda for which debate is required.

(2) All unstarred items will then immediately and simultaneously be received and endorsed, approved or noted as appropriate.

## **9. Voting**

(1) Questions arising shall be determined by a majority of the votes of the members present and voting (including proxies) and, in the event of an equality of votes, the President (Chair) has a casting vote. **[Appendix 2e]**

(2) The manner of voting on any motions shall usually be by voice or by a show of hands, as determined by the Chair. The President (Chair) or three Members may demand a poll before a vote by voices or show of hands or after the result is declared. **[Appendix 2c]**

## **10. Motions**

(1) A motion may be amended by leaving out, substituting or adding words. Any number of amendments may be proposed and discussed sequentially with the original motion.

(2) The Chair may allow a foreshadowed motion if during consideration of an item of business it is considered that such a motion would expedite the matter under consideration.

(3) A procedural motion shall be put to the meeting without further discussion.

(4) In general, the Chair shall have members speaking alternately for and against the motion, and the Chair may call for a speaker to the contrary after a view has been put. If no such speaker is forthcoming, the motion may be put. Any member speaking shall, if called upon by the Chair to do so, announce whether they are speaking in support of or against the motion or amendment.

(5) Unless so invited by the Chair, a member may not speak more than once to a motion, except that:

(i) The mover of the original motion shall have the right of reply. After the mover has commenced such reply or has indicated the wish to forego this right, or the Chair has indicated that the motion will be put, no other member shall speak on the motion. Movers in reply shall not introduce any new matter and shall confine themselves strictly to answering previous speakers.

(ii) A member may make a personal explanation with the permission of the Chair, but such matters may not be debated.

## **11. Suspension of Debate**

Debate on a motion or amendment will normally be immediately suspended, even if a person is speaking, if any of the following motions are moved:

- a) "that the meeting proceed to the next business; "
- b) "that the meeting does now adjourn; "
- c) "that the question be now put;"
- d) "that the speaker be no longer heard;"
- e) "that the matter be referred back to the person or body which submitted the proposal."

Any such motion except (e) may not be moved or seconded by a person who has already spoken to the motion or an amendment.

Any of the above motions except (e) shall immediately be put without amendment or debate, except that the Chair may express the view that the matter has not been adequately debated and that the procedural motion should not be carried. Any of the above motions are carried only if at least two-thirds of the members present vote in favour. If (c) is carried in relation to an original motion, the

mover of that motion may reply before the motion is put. If (e) is moved, debate may continue on matters to which the attention of that person or body should be drawn.

## **12. Flying Minutes**

(1) At the discretion of the President, Council is able to have matters considered by Flying Minute. This would be forwarded electronically by the Association Secretary or delegate (normally the Secretariat) to the nominated email address of Council members. The accidental omission to provide the Flying Minute to any members, or the non-receipt of a notice by a member, shall not invalidate the proceedings of, or any resolution passed by, the Council by Flying Minute, as long as the required number approves the recommendation.

(2) The recommendation contained in a Flying Minute is approved only if it has been approved by at least 2/3 of the voting members of Council. This approval must be in the form of formal written advice, including email, sent by the Council member to the Secretariat. Failure to respond within the stated deadline will be taken as approval to the recommendation. **[8.6(d)]**

## **13. Minutes of Meetings**

The Association Secretary will appoint a Minutes Secretary (normally from the Secretariat) who shall keep minutes of meetings. The minutes shall record the names of members' apologies received, the names of members attending each meeting, and every resolution, decision or other proceedings of the meeting.

The minutes of each meeting, except for those which are required to be confidential, shall be made available for access electronically by members of the Association as soon as possible after each meeting.

The minutes shall be considered at the next meeting of Council, and no discussion shall arise on the substance of the minutes at that meeting, except as to their correctness.

## **14. Reflection on Resolutions**

(1) In speaking in any debate, no member shall cast reflection on any prior resolution of the Council except by a formal notice of motion to amend or revoke same. Any such motion by an individual member to review, amend or revoke a prior resolution must be provided in writing in accordance with the provisions of Standing Order 2, "Notice of Meeting".

(2) The President can rule that a resolution will be reviewed, but only if new and relevant facts affecting the original resolution come to his or her attention.

(3) In all other (normal) circumstances, any notice to review, amend or revoke a previous decision must include:

- The justification for a review of the original determination
- The date of the original determination;
- A proposed amended resolution; and
- The original determination itself.

## **15. Adjourned Meeting**

No business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

## **16. Suspension of Standing Orders**

Any Standing Order may be suspended for the time being, on motion made with or without notice, provided that such motion shall have the concurrence of the absolute majority of all the members of Council present at the meeting.

### **6.1.1 2008 TEM Conference**

The organising committee continues to meet on a monthly basis and the following update is provided outlining activity since the March 2008 report.

#### **1. Speakers**

While five of the six keynote speakers have been confirmed, securing the sixth spot has remained an ongoing and urgent task for the PCO. The committee is attempting to provide some gender balance to the keynotes by ensuring there is at least one female speaker, however suitable, available and willing women are proving particularly elusive.

The committee has received a number of requests from people offering to speak at the conference, or to run a workshop, in return for having registration and/or accommodation/airfares paid for by the conference. Two approaches were made by prospective speakers from the UK and one approach made from Australia. After extensive discussion the committee has agreed to take a consistent approach in declining to cover the expenses of any speaker other than the invited keynotes. It was agreed that the precedent this could cause would be potentially damaging to future conferences and people were universally uncomfortable with being seen to have set a trend.

An alternative offered to those enquiring was the option to run a workshop prior to the conference on a cost recovery basis, i.e. those wanting to register for the workshop would be required to pay an additional workshop fee and a minimum number of registrations would be required in order for it to run. At the time of writing that offer has not been taken up.

#### **2. Sponsorship**

Sponsorship is continuing to grow with \$153,100 secured to date plus a further \$15,000 in kind confirmed. Sponsors confirmed so far are as follows:

Campus Living Villages	\$33,000	Alerton Australia	\$600
Woods Bagot	\$22,000		
IFM	\$12,000		
Opus	\$10,000		
Technicard	In kind		
Segway	In kind		
NZ Review	In kind		
Campus Review	In kind		
Callista	\$5,000		
Gallagher Security Mgt Sys	\$5,000		
Integrated Tertiary Software	\$5,000		
Thermoplastic	\$5,000		
Taylor Francis	\$3,500		
Sunguard Higher Education	\$4,000		
Cyon Knowledge	\$3,500		
ABN Technologies	\$3,500		
Automated Logic	\$3,500		
PMS	\$3,500		
CBord	\$3,500		
Ecoglo	\$3,500		
Testel	\$3,500		
Camatic	\$3,500		
Assetta	\$3,500		
BEIMS	\$3,500		
Ecobright	\$3,500		
Jewel & Buckley	\$3,500		
ICAD Consulting	\$3,500		
Dalkia	\$1,750		
S2F	\$750		

DHL have recently indicated their intention to withdraw their involvement however discussions are continuing with the New Zealand branch of DHL in an attempt to transfer the sponsorship from Australia to New Zealand.

### 3. Programme/Registration

With the exception of a couple of TEFMA slots and the final keynote, the programme has now been finalised. Registrations opened on 5 May 2008 and, at the time of writing, 55 delegates had registered.

The number of abstracts submitted for the conference was very pleasing in that we were oversubscribed – unfortunately this meant that, inevitably, some people were disappointed. A total of 80 abstracts were submitted, for 66 available sessions. An overview of the statistics is as follows:

<b>Abstracts for each category:</b>	ATEM	52
	TEFMA	16
	Either	12
<b>Submitters from:</b>	Australia	66
	New Zealand	11
	UK:	3
<b>Stream:</b>	Investing in People	29
	Investing in Students	17
	Investing in Buildings	10
	Investing in Performance Monitoring	9
	Investing in Infrastructure	8
	Investing in Technology	7
<b>Poster/Oral Sessions:</b>	Oral	77
	Poster	3

26 of the ATEM papers (50%) requested peer review.

The committee has endeavoured to keep separate streams throughout the conference however the distribution of the abstracts meant that some shuffling has been necessary. It has also meant that those submitting to the Investing in People stream had a lower chance of acceptance than the other streams, simply because it was so popular.

TEFMA members were disappointed in the low number of abstracts from their members and some ATEM papers have been added to their slots. At the time of writing, TEFMA were securing an additional six papers in order to provide some balance to the programme. I expect that this is typical of TEM Conferences.

### 5. Budget

The budget remains unchanged from the last report and remains on target.

**6. PCO**

It was with great sadness that the organising committee received the news that Janine Arnold would be leaving Leishman Associates, hanging up her Event Management hat and moving into a new role with Aurora Energy as Business Development Manager in the Corporate Strategy Division.

Janine has worked on the TEM conference since 2004 and I am sure all of those involved with Janine will agree that she has done an outstanding job organising our conference and that our level of satisfaction with Leishmans is largely due to Janine's efforts.

By the time Council meets Janine will have moved on and Renee Brown has taken on the role of managing the Conference. The committee is confident she will be able to fill Janine's shoes.

Toni Hodge  
TEM08 Conference Organising Committee  
27 May 2008

## **Item 6.2 Report from the Editor of the Journal**

### **Introduction**

The Journal is well into its thirtieth year. Issues 1 and 2 have already been distributed to members and subscribers, and the publisher has received copy for V30:3.

### **Interactions**

The work of the journal is made easier by the helpful input of the ATEM Secretariat and the Melbourne-based staff of the publisher. Most aspects of the Journal are running well, but this might not be the case without the help of these others.

### **Financial dealings**

The bank statement as at the end of April 2008 showed a balance of \$9800.60. The editorial expenses for 2008 provided by the publisher are included in this sum. The editor/business manager will soon forward an audit report for the Year Ended 30 April 2008 to the Secretariat. The editor/business manager provides the Secretariat with quarterly statements of financial activity, and statements to the end of April 2008 have been forwarded. The editor will be overseas from 1 June until 8 September, 2008.

### **Editorial Board membership**

As at May 2008, the Editorial Board comprises:

Ronald Barnett	University of London, UK
Mona Chung	Deakin University
Maree Conway	ATEM, Australia
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.

As noted in the last report to ATEM Council, the Journal makes no use of many of the Editorial Board members, a situation that is not uncommon in journals. Of current Board members, Conway, Harman, Massaro, 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. For the period 1 January to 26 May 2008, 52 new papers have been received, and several papers submitted in 2007 are still 'in the loop'. In 2007 the Journal received a total of 147 papers for consideration. As at May 2008, of the papers received in 2007, eventually 25.2 per cent were accepted. Slightly more than two-thirds were sent for blind peer review. Even with the

increase to four issues per annum, the Journal's rejection rate is likely to be around 80 per cent. A high rejection rate is usually seen as a *de facto* indicator of journal desirability and journal quality. Appendix 1 provides a summary of the papers received in 2007, and what had happened to them by May 2008.

### **Inducement**

Authors published in the Journal are reminded of the importance of the existence of scholarly journals as a place to publish research. To this end, it has been the policy of the current editor to 'remind' would-be and eventual authors of this fact. It is now a formal requirement for second-time authors to be current ATEM members. A letter to this effect was sent to non-member authors from 2005-2007. This practice continues.

### **Journal Content**

Journal content and paper quality are dependent on the material submitted. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editor's 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 August 2008 issue is attached (Appendix 2). The publisher no longer allows profligate editors to exceed their page budget, but meeting the budget isn't as easy as it sounds. Some of the papers shown will be in the third issue for 2008; some might need to be held until the fourth issue.

### **Other**

1. The editor will be a referee for the 'refereed paper stream' for the 2008 TEM conference. Something like 27 authors requested that their work be peer reviewed. At the request of conference organisers, the editor provided guidelines for authors for papers submitted to the refereed stream. TEM officials will anonymise papers so that the editor can be a genuine 'blind' referee (in accordance with scholarly requirements).
2. The Journal is to conduct a session at the forthcoming TEM conference (Christchurch, September 2008) to convince ATEM members that they should seek to publish their work in the Journal. Speakers will include editor Dobson, reviews editor Moodie and editorial board member Conway. Others have been approached.

Unfortunately from the editor's point of view, Conference organisers seem to have seen this informational session as the equivalent of a 'Dobson' paper. Dobson's own paper proposal submission was rejected as a consequence (Email, 22 April 2008). Given that I still have a need for an ever-expanding CV, my own paper proposals will have to take precedence at future TEM conferences.

### **Final comment**

As editor, and on behalf of the Journal, I would like offer general thanks to the ATEM Council for their on-going support, and the members of the ATEM secretariat for the specific help and advice they provide at various times.

Ian R Dobson  
**Editor**

**Appendix 1 Statistics of 2007 Paper Submissions**

<b>Country of Origin of principal author</b>	<b>Received</b>	<b>Sent for Review</b>	<b>Accepted</b>	<b>Rejected</b>	<b>In Process</b>	<b>Withdrawn</b>	<b>% Sent for Review</b>	<b>% Accepted</b>
<b>Australia</b>	<b>53</b>	<b>41</b>	<b>19</b>	<b>26</b>	<b>2</b>	<b>1</b>	<b>77.4%</b>	<b>35.8%</b>
USA	26	21	5	19	1		80.8%	19.2%
UK	13	10	4	8		1	76.9%	30.8%
Nigeria	9	3		8	1		33.3%	0.0%
New Zealand	5	4	2	3			80.0%	40.0%
Malaysia	4	3		4			75.0%	0.0%
Spain	4	4		4			100.0%	0.0%
Turkey	4	1	1	3			25.0%	25.0%
Canada	2	1	1			1	50.0%	50.0%
Denmark	2	1		2			50.0%	0.0%
Hong Kong	2	1				1	50.0%	0.0%
Japan	2			2			0.0%	0.0%
Sth Africa	2	1		2			50.0%	0.0%
Uganda	2	2		2			100.0%	0.0%
China	1			1			0.0%	0.0%
Colombia	1			1			0.0%	0.0%
Cyprus	1	1	1				100.0%	100.0%
Egypt	1			1			0.0%	0.0%
Ethiopia	1			1			0.0%	0.0%
Finland	1	1	1				100.0%	100.0%
Greece	1	1		1			100.0%	0.0%
India	1			1			0.0%	0.0%
Iran	1			1			0.0%	0.0%
Ireland	1	1	1				100.0%	100.0%
Israel	1			1			0.0%	0.0%
Italy	1			1			0.0%	0.0%
Jamaica	1	1	1				100.0%	100.0%
Kenya	1	1	1				100.0%	100.0%
Middle East	1			1			0.0%	0.0%
Singapore	1			1			0.0%	0.0%
Slovenia	1	1		1			100.0%	0.0%
<b>Total</b>	<b>147</b>	<b>100</b>	<b>37</b>	<b>95</b>	<b>4</b>	<b>4</b>	<b>68.0%</b>	<b>25.2%</b>

**Appendix 2: Table of Contents Page**

Volume 30 Number 3 August 2008

CONTENTS

Letter from the Editor  
Ian R Dobson

Articles

Globalisation and Higher Education Funding Policy Shifts in Kenya.  
*Gerald Wangenge-Ouma*

Managing the Research Function of the University: Pressures and Dilemmas  
*Michael Mintrom*

Resource Allocation Models and Accountability: A Jamaican Case Study  
*Kofi K. Nkrumah-Young and Philip Powell*

Service provision to students: Where the gown best fits  
*Lucy Schulz and Judy Szekeres (5304)*

Rewarding excellence and promoting improvement in higher education teaching in Australia  
*Terry Walshe*

Who's dean today? Acting and interim management as paradoxes of the contemporary university  
*Erica McWilliam, Ruth Bridgstock, Alan Lawson, Terry Evans and Peter Taylor*

A new technique for mitigating risk on US college campuses  
*Stephanie Hughes, Rebecca J White and Giles Hertz*

Book Reviews

\*\*\*\*\*